

ERGOMETRICS

## **City of Durham, NC**

### **RFP for Police Job Task Analysis and Promotional Assessment Services**

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# Introduction (6.02)

## Contractor Identification Information

### Full Company Name and Address

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Carl Swander, Ph.D.--Contract Contact Signature

### Federal Tax ID Number

911156198

### Compliance

Ergometrics will comply with all of the provisions in this RFP particularly all of the deliverables outlined in Section 5.02. Our only exception to the RFP relates to the example contract:

Ergometrics is a Washington State corporation. All workers' compensation in Washington State is covered by Washington Labor and Industries (it cannot be covered through a private insurer).

Ergometrics has exception to the following statement. "Worker's Compensation Insurance: covering owners partners"...."waiver of subrogation in favor of the City of Durham."

Washington State Labor & Industries will not provide the above waiver for subrogation and our workers' compensation does not cover owners, thus Ergometrics' policy cannot comply with the above.

### City of Durham Bidder

Ergometrics is a City of Durham qualified bidder. Upon contract award Ergometrics will obtain a City of Durham Privilege License.

### Conflict of Interest

Ergometrics and its employees do not have any conflict of interest with the City of Durham or the Durham Police Department.

**SDBE Participation/Subcontractor**

Ergometrics will not be utilizing any subcontractors or SDBEs to fulfill this contract. This is due to the fact that all aspects of this project are very technical and require extensive knowledge of Ergometrics' past research on the job of supervisor within the law enforcement field. Thus, we feel Ergometrics is the most qualified in providing these technical services to the City and trade secrets would be at risk with subcontracting. Additionally, confidentiality is a very critical aspect to project success. Thus, we feel that the highest level of security is maintained by all work being conducted in one location.

# Understanding of the Project

## (6.03)

### Scope of Work and Deliverables

Ergometrics is proposing to provide the City with a job analysis for all sworn and non-sworn ranks in the police department, as well as a promotional process for corporal, sergeant and lieutenant utilizing the information gained through the job analysis process. The promotional testing process for the four ranks will consist of four phases: introduction and familiarization, promotional assessment design and applicant orientation, assessment and scoring, applicant feedback and process review. Ergometrics will deliver well-documented, high quality and legally defensible testing processes for all ranks that will consist of design, implementation and presentation of results.

We are proposing to provide all services requested as part of a goal to develop a partnership with the City. Our partnership will include a dedicated project lead and access to a team of I/O Psychologists and testing experts that will gain understanding of the internal organization of the department and all promotional testing needs. This team will provide comprehensive solutions from start to completion of all projects that meet the expectations and requirements of the City.

Test design is the most important aspect of this project. The result of a quality test is high validity, reliability, fairness, defensibility and candidate acceptance. Ergometrics provides the highest quality simulation based testing systems in the country. Simulation includes the use of video, audio, computers and other elements to create tests that are as realistic as possible. Through 30 years of development and research, we have proven that simulations are the most effective and fair method of testing candidates. Simulation development is a specialized test development process that requires more attention to detail, a deeper understanding of the job and more detailed job analysis to create realism.

Job analysis is the foundation for developing defensible, reliable and valid testing processes. Ergometrics will fully integrate the job analysis and testing process. Our process includes identifying all critical knowledge, skills, abilities (KSAs), work behaviors and tasks of the job and creating high quality exams and simulations that effectively measure the most important aspects of the job identified during the job analysis. This detailed content is used to develop accurate simulation exams that truly define success and failure, including dimensions of leadership and management, which are always critical but often underdeveloped aspects of the promotional examinations. The information collected in the job analysis is used to guide the entire development process and is directly linked to the exam blueprint, rating forms, final reporting and candidate feedback.

Our entire process also includes a strong focus on eliminating bias from testing to ensure a process that is fair for all groups. Our process includes inclusion of all groups in the job analysis and development process, comprehensive measurement of dimensions, simulation test design and candidate preparation. We further minimize possible adverse impact through simulation test design, appropriate reading level of written items and relevancy of item content. Based on years of success, and the greater body of scientific research, these approaches are the best possible way to create exams that have minimal impact and no bias toward any protected groups.

Ergometrics technical expertise and approach to this project will ensure that the City will be making the most informed choices related to hiring and promoting public safety personnel. The following proposal details how we would accomplish the tasks requested in the RFP.

All services undertaken on this project will conform to professional best practices and be responsive to pertinent court decisions interpreting state and federal guidelines on employee selection. As with all of our CALEA accredited clients, we understand that the department must meet standards for selection that require all elements used to evaluate promotional applicants be job-related and non discriminatory.

## **Pertinent Issues**

High stakes police promotional examination processes are highly visible and scrutinized events. This project is a complex project with tight deadlines and many stakeholders within the City. Small mistakes are magnified and ramifications can have large impacts on the project stakeholders and the entire department. There are many pertinent issues to consider with a project of this complexity and size. Validity, diversity, candidate perceptions, department resources and meeting timelines are the most critical aspects of this process. None of these issues can be overlooked or minimized during any phase of the process.

The following sections in this proposal outline how we will technically accomplish all aspects of the process and address all pertinent issues as part of our standard process. However, there are more intangible services that Ergometrics provides to ensure success. Ergometrics' consulting team is a dedicated group of consultants that are committed to providing successful promotional examination processes. We always do more than the necessary work to ensure success. We understand that our reputation and flawless record are on the line for every project.

Communication will be critical for this project. We will have regularly scheduled meetings with the City as well as be available at any time to discuss issues that arise. Further, the City will have direct input from and access to the principal members of Ergometrics to ensure quality of the entire process.

The timeline for this project is short and must be considered throughout. We have specifically indentified the appropriate resources to complete this project and will take on no other large assessment project during this time. Our focus will be to complete all aspects of this project up to our highest standards in the given time frame.

## **Project Schedule**

Ergometrics fully understands the City's project schedule and has the capacity to fully adhere to this schedule. Below we have identified the completion dates for each phase of this project.

Phase	Task	Completion Date
Phase I	Introduction and familiarization	November 18, 2011
Phase II	Promotional Assessment Design and Applicant Orientation	December 16, 2011
Phase III	Assessment	January 20, 2012
Phase IV	Scoring, applicant feedback and process review with the chief of police, executive command staff and project manager.	February 10, 2012

# Methodology Used for the Project

## (6.04)

### Phase I - Introduction and Familiarization

Phase I Task	Estimated Completion Date
Introduction and familiarization	November 18, 2011
Kick off meeting with the chief of police, police executive staff and project manager	October 24, 2011
Design Draft of Job Task Analysis	October 28, 2011
SME Focus Groups	November 1-4, 2011
Introductory Letter to Applicants	November 11, 2011
Job Analysis and Job Analysis Report	November 15, 2011
Communication Memorandum	November 16, 2011
Phase I Report	November 18, 2011

### Kick Off Meeting

Shortly after the contract is finalized, Ergometrics will have an in-person kick-off meeting with the chief of police, police executive staff and project manager. Since Durham will be a new client for Ergometrics, we feel it is important that this initial kick-off meeting take place in person to most effectively build a strong working relationship. Dr. Carl Swander, project manager and president of Ergometrics, will participate in the kick-off meeting. Our objective will be to clarify department concerns and parameters and review project deadlines and plans. Additionally, during the meeting we will address the following:

- Discuss the Durham Police Department's mission, philosophy and culture.
- Discuss the job task analysis activities that will be conducted.
- Define the goals and expectations for the promotional assessment process.
- Review materials provided by the department for use in the job task analysis, test design and promotional assessment process.
- Any other project details that the chief of police, police executive staff and project manager would like to address.

We expect the meeting to last approximately two to four hours and Ergometrics' project lead will be present for this meeting.

## **Design Draft for Job Task Analysis**

Following the kick-off meeting, Ergometrics will submit a design draft for approval by the department to conduct a job task analysis for each sworn and non-sworn classification and work assignment in the department that applies with accreditation standard 21.1.1. The design draft will consist of the following information:

- Ergometrics' work outline for the job task analysis.
- A schedule for each task of the job task analysis.
- Suggested meeting dates.
- The requested number of SMEs.
- The requested time from Subject Matter Expert (SME).

Upon approval of the design draft by the department, Ergometrics will begin the job task analysis process for the classifications that fall within the job title of corporal, sergeant and lieutenant. All other job classification's job task analysis will be completed following the end of Phase IV of this project.

## **Review Durham Police Department Materials**

The Ergometrics staff assigned to this project will review the following Durham Police Department materials to become familiar with the administration of the department, as well as the roles of corporal, sergeant and lieutenant within the department:

- Police General Orders
- Designated City policies
- Performance standards for each rank
- Previous job task analyses
- Materials from the reading list already provided to potential promotional applicants
- City of Durham Municipal Code Ordinances
- Department of Justice Uniform Crime Report
- Other materials as agreed upon in discussions with the chief of police, police executive staff, project manager and/or designated department administrators.

## **Focus Group with Police SMEs**

Ergometrics will conduct a focus group with department SMEs for each rank to become familiar with the department's police operations, tasks, methodology, administration and philosophy, obtain information for job task analysis and obtain officer input to incorporate into the design of the promotional assessment process.

Each focus group will consist of individuals holding the rank being tested or higher. We typically prefer groups of this type to consist of six to ten SMEs and to have a gender and ethnic representation of the department.

We may also participate in direct observation of job performance to collect more job information and help with the development of realistic job simulation exercises.

## **Introductory Letter to Applicants**

Ergometrics will compose an introductory letter to the potential applicants in collaboration with the project manager. This letter is important in that it will be the first introduction of Ergometrics and the promotional process to the potential applicants. The letter will include the following information as identified in the RFP:

- An introduction of Ergometrics as a company, as well as an overview of Ergometrics' credentials.
- An outline of the job task analysis process.
- Information for applicants telling them that there will be an information session and orientation.
- An outline of the promotional assessment process and informing candidates that no individual assessment activity will serve as an eliminator.
- A tentative timeline for the promotional processes.
- Encouragement to participate in the promotional process.

Ergometrics' will work in collaboration with the City to develop an introduction letter that will help to make the process as transparent as possible, clearly explain processes and reduce anxiety and criticism of the process. We will continue to provide input based upon past practice to ensure that the letter is comprehensive and professional. Below are some additional pieces that may be included in the instruction letter:

- General test preparation guidance (written and assessment exercise).
- A brief description of each job.
- Qualifications for participating in the testing process.

The chief of police, police executive staff and project manager will have final approval of the letter prior to its distribution to the potential applicants.

## **Job Task Analysis for Sworn and Non-Sworn Police Positions**

Ergometrics will conduct a job analysis for each sworn and non-sworn position and assignment in the police department, including approximately 190 classifications and assignments, which will all meet the guidelines outlined in accreditation standard 21.1.1. The job analysis for corporal, sergeant and lieutenant will be conducted simultaneously following project commencement.

The job analyses for corporal, sergeant and lieutenant will be conducted in accordance with national and local standards and, specifically, the Uniform Guidelines and the Principles for Validation. What is unique about Ergometrics' approach to job analysis for management staff is our strong focus on knowledge, skills and abilities pertaining to supervision and leadership, which is clearly seen by the dimensions we have identified below. This strong focus is strongly grounded in extensive research on public safety occupations over the past 30 years which has shown us that the management and leadership ability of supervisory staff is highly critical to success in these roles. This process will ensure that all critical aspects of the job, including effective management and leadership, are included in the job analysis and directly included in the development of the test.

Our approach to job analysis includes review of existing job analysis and related documentation (e.g., job descriptions), job analyses from similar size organizations and Ergometrics job analysis database to ensure comprehensive coverage of tasks and Knowledge, Skills and Abilities (KSAs), including leadership and supervision. This information will be consolidated by Ergometrics for review and data collection from six to ten department SMEs. Data collection will include ratings of frequency of performance and importance to successful job performance for each task, and ratings of importance to successful job performance and necessity at entry for each KSA. To confirm the job relatedness of each KSA, we will also collect linkage ratings of the tasks to the KSAs from the SMEs. During the meeting with the SMEs we will reach an agreement on the essential set of KSAs required for each rank. If possible, we will provide the same survey online and collect data from a broader sample of incumbents. This sample will include all incumbents or a stratified random sampling to ensure diversity of respondents.

Following the completion of the job analysis Ergometrics will provide the department with a job analysis report for corporal, sergeant and lieutenant. The report will provide documentation of all findings for each rank. The reports will be prepared in accordance with the professional standards and the needs and expectations of the City and include the following information:

- Documentation of the job analysis format, process and results.
- Detailed documentation on the steps involved in the job analysis process.
- Data related to the tasks and KSAs, including importance and frequency.
- A list of any SMEs used in any phase of the process.

### **Job Analysis Dimensions**

The results of the job analysis are used to directly tie to the dimensions in the exam. This approach to job analysis and test development is a fundamental Ergometrics process to ensure job relatedness, quality and defensibility. The following dimensions are examples that are commonly included in our promotional job analyses and linked to all promotional selection components.

<b>Dimension</b>	<b>Brief Definition</b>
<b>Leadership Qualities</b>	Confident, well thought out decisions, command presence, energizing workforce to excel
<b>Performance Management and Supervisory Skill</b>	Assuring work standards are met and developing personnel and unit
<b>Handling Personnel Problems / Disciplinary Situations</b>	Addressing internal problems and minimizing organizational risk
<b>Customer Public Relations</b>	Positively impacting department external relations and support
<b>Communication Skills</b>	Focused and influential in oral and written communications
<b>Analysis and Planning</b>	Effective forecasts, strategies, schedules, budgets, and workflow management
<b>Professional Knowledge</b>	Explicit knowledge of policies, procedures and guidelines of the organization and all aspects of the professional field

Included in Appendix A is an example of how the dimensions identified above will be used to link to all components of the promotional selection process to ensure accurate coverage and defensibility.

## Job Analysis Tasks

Below is a brief overview of the tasks Ergometrics typically engages in while conducting a job analysis. The department resource hours will vary from project to project.

Tasks	Sub Task	Description/Objectives	Ergometrics Time Spent	City Resources
1. Kickoff		An initial project meeting with stakeholders and Ergometrics staff assigned to this project. In this meeting we will discuss project objectives, specifications, requirements and timelines.	2 Hours	2 Hours
2. Draft List	Document Review	Review all available documents and information, such as job specifications, job descriptions, previous job analyses and Ergometrics' database of related job analysis information.	12 Hours	
	Draft KSAs and Tasks	Develop an extensive draft job analysis that contains essential KSAs and tasks required for the job.	24 Hours	
	Review Draft List	Meet with subject matter expert panels that consist of job incumbents and supervisors to review, enhance and modify the job analysis to ensure that it clearly reflects the job.	8 Hours	8 Hours
3. Incumbent Interviews		Interview incumbents and make job observations to understand the full spectrum of the job classification within the department.	8 Hours	4 Hours
4. Data Collection	Final Job Analysis Document	Prepare final job analysis survey (options: internet format or paper and pencil).	20 Hours	
	Sampling Plan	Identify whether an SME panel will be used or a larger sampling method that will include:  Reasonable sample to obtain stable statistical analyses.  Stratification plan to include maximum minority and women representatives. Collect names, identification numbers, address and email addresses of incumbents in the sample.	4 Hours	
	Data Collection	Administer the job analysis to incumbent sample or meet with SME panel. For the electronic version we will send an email notification to each participant or send a letter asking them to log on to the designated web site.	10 Hours	2 Hours
5. Job Analysis Report		Prepare job analysis final report that is written consistent with the format in the Uniform Guidelines on Employee Selection Procedures (1978) and includes:  Detailed documentation on the steps involved in the job analysis process.  Data related to the tasks and KSAs, including importance and frequency.	24 Hours	

### **Job Analysis for Sworn and Non-Sworn Ranks**

As stated above, Ergometrics will develop a job task analysis for all 190 sworn and non-sworn ranks in the police department. The job task analysis for all ranks outside of corporal, sergeant and lieutenant will be conducted at a time following the completion of the initial three job analyses. The times and dates of these job task analyses will be mutually agreed upon by Ergometrics and the department.

Our fundamental approach to these job analyses will be very similar to the approach outlined above with a strong focus on existing job analysis and related documentation (e.g., job descriptions), job analyses from similar size organizations and Ergometrics job analysis database. However, the dimensional categories will vary depending upon the job tasks and KSAs of each position and thus will be determined during the job analysis process. Additionally, there will not be linkages to exam content for any of these job analyses.

### **Job Description**

Following the completion of the job task analyses, Ergometrics will make recommendations to the City on any changes that are necessary for the City job descriptions for each rank.

### **Written Exam Criteria**

The criteria for the corporal and sergeant written exams will be determined by a mutual agreement between the department and contractor based upon the results of the job analyses, review of provided materials, focus group input, reading lists and discussions with the chief of police and/or designated department administrators.

To establish job-related, non-discriminatory and defensible exam criteria, during the focus group, Ergometrics will have the SMEs assign a percentage weight relating to importance for each material/text on the reading list. These weights will then be provided to the chief of police and/or designated department administrators for review and approval.

### **Department Communciation Memorandum**

Once the job analysis has been completed and the written exam criteria established, in collaboration with the project manager, Ergometrics will develop a department communication memorandum for all potential applicants that includes the following information:

- Guidance needed to prepare for the written exam and promotional assessment activities.
- The applicant procedure and application deadline.
- Eligibility guidelines for each rank.
- Directions to Review Police General Order 2010, "Promotions and Appointments for Sworn Personnel."
- Testing timelines.
- Study and test taking tips.

## **Phase I Report**

Following completion of all tasks associated with Phase I of this project, Ergometrics will provide the department with a report documenting all activities and findings. The report will consist of, but not be limited to the following information:

- An overview of all tasks completed during Phase I.
- An overview of job analysis findings.
- An outline of the testing process.
- A timeline update.

## **Phase II-Design and Orientation**

Phase II Task	Completion Date
Promotional Assessment Design and Applicant Orientation	December 16, 2011
Design and Development of Written Exams	December 12, 2011
Design and Development of Assessment Exercises	December 12, 2011
Orientation and Information Sessions	December 13, 2011
Phase II Report	December 16, 2011

## **Written Examination Development**

Ergometrics will provide the department with drafts of the corporal and sergeant written examination questions, which are based upon the criteria agreed upon in Phase One of this project and derived from the reading list provided in the RFP. We are proposing 100 item exams for both the corporal and sergeant test. We will provide the department with 125 questions to allow for questions to be eliminated by the SMEs.

Development procedures critically impact the entire exam process, including validity, reliability, item functioning, candidate protests and litigation. As selection consultants, we understand the legal parameters of testing and the issues that arise in litigation. Job-relatedness of items cannot be overstressed. For these reasons we follow an extremely rigorous, scientific and proven process to develop the highest quality and defensible items.

Additionally, we are experts in developing functional test items that are designed to identify candidates who are most likely to be outstanding in the target job category. How a test item functions in terms of identifying outstanding ability is, by far, its most important property. The Ergometrics staff are experts in item development, have taught professional classes on the subject and have created thousands of items for stakes employment and licensing examination processes. Our test writing staff are extensively trained in proper test development techniques and develop tests solely for use in selection and promotion. We are well versed in the generally understood rules for effective item writing, including such things as:

- Using appropriate item style.
- Providing clear and concise stems.
- Simplicity of expression and appropriate reading level.
- Assuring stems are grammatically consistent with response choices.
- Keeping answers as short as possible and having answer choices of similar length.
- Avoiding negatively worded items.

- Having only one best answer, but all distracters plausible.
- Avoiding inadvertent tips in the wrong answers.
- Avoiding “none of the above” or “all of the above”.
- Avoiding dependent items.
- Avoiding distracters or combinations of distracters that tip the correct answer.
- Proportioning correct responses.

Of even more importance is picking the right topics on which to write test items. All items are reviewed by our test writing experts for appropriateness of content, relevance to actual daily work practice and appropriateness for employment decision making. We strive for a mix of practical application, general job knowledge, problem solving and analysis questions. The goal is to determine if the candidate can safely and effectively apply his or her knowledge from standardized textbooks to real life situations faced in the field.

Each item will go through extensive evaluation by Ergometrics staff members. When looking at all test items we will review the following:

- The content to be sure it reflects important aspects of the referenced text most relevant to actual job performance.
- The item format to be sure it is written to reflect principles of good test items.
- The grammar of the entire question for inaccuracies and clarity of expression.
- The question content for accuracy in regard to the reference text.
- The question answers to ensure all options are accurate in regard to the text.
- No obvious signs of bias or potential for impact on different subgroups.

Following Ergometrics’ in-house review of the exam items, the items will be given to department SMEs of rank of lieutenant or above as designated by the chief of police and/or designated department administrators. These SMEs will review the questions to ensure their validity and relevancy to the department and they will have the option to remove any necessary questions. Following SME review we will reach an agreement with the department on the written examination questions to be utilized in the final exam for both corporal and sergeant.

Final forms will be developed based on information captured in the review process. The final forms will contain the appropriate number of items and include all test instructions and timing. Additionally, final exam booklets will be configured in a City approved format. All printing and preparation of material will be completed internally by Ergometrics to enhance security.

### **Diversity Considerations**

No Ergometrics test is biased toward any group. We focus on eliminating bias from testing to ensure a process that is fair for all groups. Our process includes inclusion of all groups in the job analysis and development process, comprehensive measurement of dimensions, simulation test design and candidate preparation. All participants in the project, including SMEs, are trained on potential bias and how to avoid making these types of errors.

We also take steps to eliminate adverse impact in the design of written tests. These steps include special focus on reading ability of all questions. Clear and concise written items are critical to minimizing adverse impact of a written exam. Further, material is chosen based on direct importance and application on the job. Obscure information is not included as it has the potential to cause undue adverse impact.

## **Design and Develop Promotional Assessment Exercises**

Ergometrics will develop performance based assessment centers for the promotional ranks of corporal, sergeant and lieutenant. We recognize that the promotional process takes place in a highly unique department environment in which past departmental practices and expectations and minimization of appeals is a necessary part of designing an effective process. We will ensure that all exercises are developed and validated in accordance with federal Uniform Guidelines on Employee Selection Procedures. The exercise will be reliable and predictive of successful job performance for the tested position. The assessment process for each rank will include the following:

- The knowledge, skills and abilities collected from the job task analyses.
- Information from the department review.
- Input from the focus groups.
- Some aspect of the promotional applicants' past performance and work history.
- Any other additional criteria designated by the chief of police.

Within the three different promotional processes, no aspect of the testing process will be an eliminator. Following is a general outline of what each of the testing processes will consist of.

- Corporal: A written exam, one exercise and incorporation of applicant's work history.
- Sergeant: A written exam, two exercises and incorporation of applicant's work history.
- Lieutenant: Three exercises and incorporation of applicant's work history.

Ergometrics will provide the department with design drafts of each assessment process that includes:

- All interview questions, answers, exercises and scoring criteria.
- Scoring instruments.
- Information on the validity of all components and an outline of efforts to ensure there is no adverse impact on any group of applicants.
- A plan for an orientation to prepare all prospective applicants for the promotional assessment process.
- An outline of the assessor training.
- A promotional assessment plan with logistics and scheduling for all activities.
- An updated timeline for project completion.

Ergometrics will hold meetings with SMEs of the captain level or above to review the proposed design drafts of the assessment exercises to ensure their validity and relevancy to the department. To assist in developing both content valid exams that have no adverse impact it is important that the SME group is not only outstanding at their jobs, but reflective of the applicant pool, both in gender and race.

All final exercise components will be determined by mutual agreement between Ergometrics, the department and the SMEs. Ergometrics will create all final forms in-house to ensure and enhance exam security.

### **Diversity Considerations**

As with our written tests, we take steps to eliminate adverse impact in the design of the assessment exercises. Job simulations have the least adverse impact and are the fairest method of assessment. Although most assessment center components have some element of job simulation, they are certainly not all equivalent. Ergometrics' approach to test development is grounded in the development of job simulations. We have developed hundreds of simulations and spent decades perfecting our design methodology. Our exercises are more realistic, include more error conditions and are less dependent on lengthy written descriptions. The outcome of our quality and experience are testing programs that are highly valid with little to no differences for protected groups.

### **Exercises**

As the leading simulation developers, we strongly recommend highly simulated test design that commonly includes the use of audio and video exercises to simulate real situations. Ergometrics works closely with department SMEs during exam development to ensure that the exercises closely reflect the rank being evaluated. Our test development philosophy focuses on job simulation, which always leads to the highest level of design features. Our exercises are designed to closely represent a real job demand, which increases prediction and candidate acceptance. All of our exercises have extremely detailed rating criteria to enhance the accuracy of assessor ratings. Overall, we will provide an assessment center process that is very realistic, professional and defensible.

Following are some example exercises Ergometrics has developed for past assessment centers. We are, however, able to develop any type of exercise desired by the City.

#### **Role Plays**

Ergometrics' role plays simulate challenging performance management situations, providing ratings of each candidate's critical face-to-face supervisory approach. Ergometrics offers validated, detailed role plays, which can be used as-is or customized for the department. When selecting a role play scenario we will work with the department to identify issues that are specific to the department and likely to be the most effective for identifying top performers. We always ensure that role players are carefully trained and provided with detailed instructions.

#### **Interview Questions**

Another exercise we have to offer is a basic interview. Ergometrics currently has a bank of interview questions with detailed rating criteria from which to choose. These questions cover a full range of supervisory issues and many are situational questions. Additionally, department specific items that specifically touch on areas important to the department can be developed by Ergometrics and included in the interview exercise.

#### **Video Scenario Questions**

Ergometrics has video assessment center components often used to enhance the interview process. For this type of exercise we have carefully produced video segments that allow candidates to view employee behaviors. Once candidates review the video, raters question candidates and evaluate their assessment, judgment and clarity of thinking on specific supervisory issues, including evaluation of employee performance.

**Oral Presentation**

Presentations are often an effective method of gathering information on communication, professional knowledge and preparation. For these exercises, material is given to candidates prior to the assessment center, so the candidate can prepare a short, formal presentation. During the assessment center, the candidates give the presentation to the rating panel. Candidates are rated on various aspects of the presentation, including preparation, professional presentation and communication skills.

**Writing Sample**

Effective writing skills are usually critical to the success of a supervisor in public safety. Ergometrics can tailor a writing sample to be content specific to each department. Candidates will be instructed that they are to be prepared to write a report on a given subject. When the candidates participate in the assessment center, they will be required to write an executive report answering specific questions about the chosen subject matter. Reports will be graded on content, effectiveness of expression, organization, grammar, spelling and punctuation. These reports can be done either on paper or using a computer.

**Tactical**

Ergometrics can develop a police tactical incident. For this exercise, candidates are evaluated on what matters most, their strategic and tactical development at a simulated critical incident. For the tactical we can coordinate radio communications to simulate interactions with others on scene, as well as provide large maps on which candidates are able to more clearly demonstrate their tactics.

**FrontLine Promote**

The FrontLine Promote Supervisory Exams are criterion validated video and written situational judgment tests that measure candidates' ability to manage people. We encourage the use of these exams during the testing process, because they can be easily administered to large groups of candidates in just over two and one half hours, while providing the clients with critical information regarding the leadership ability of the candidates through an objective exam. Further, these assessment components are highly valid, defensible, have no adverse impact and would be the least invasive to department scheduling.

Management and supervisory skills are critical in supervisory positions. Ergometrics has developed a multiple-choice test to measure these skills during the promotional process called FrontLine Promote Exam. The exams consist of a video-based employee observation component and a series of written situational judgment questions that directly measure candidates' ability to become effective supervisors and managers. The exams measure candidates' ability to lead and manage department personnel.

The exams consist of 100 written, multiple-choice questions, plus 40 additional questions from a video-based employee observation component. Candidates are asked to take the role of supervisor for subordinates depicted in the video and evaluate their performance and recommend strategies for managing the employees.

Candidates are objectively and reliably compared on their consistency in displaying good management thinking when analyzing issues, evaluating priorities and making decisions. This test measures supervisory effectiveness and managing employee performance. This assessment tool taps 12 supervisory dimensions, with dimensional scores produced for each candidate. These dimensions are listed below:

Dimension Measures	Dimension Description
<b>Communication Skills</b>	Treating employees and customers with respect and common courtesy. Friendly and informative, able to talk to you about anything. Communicating the bigger picture to staff. Encouraging open and honest communications without fear of retribution. Listening actively. Giving clear concise instructions, getting to the point, etc. Communicating at appropriate level.
<b>Discipline and Managing Difficult Employees</b>	Taking action to improve substandard performance. Fair, treating all employees the same. Taking a calm approach. Clearly communicating expectations. Listening to employee's side of story, getting all pertinent facts before acting.
<b>Interpersonal Relations with Staff and Customers</b>	Being customer service oriented. Able to develop rapport with whomever he/she is dealing with. Gaining respect of subordinates. Modifying opinion when presented with new and relevant facts. Negotiating adeptly with individuals and groups over roles and resources, including customers and suppliers. Understanding and respecting cultural differences. Good resource, getting answers when you need it.
<b>Managing Change</b>	Communicating strategic direction in a compelling way to others. Taking an honest and straightforward approach. Letting employees know why things are changing. Persuading others about positive opportunities. Modifying plans in response to changing conditions.
<b>Managing Conflict</b>	Handling conflict expeditiously by seeking common ground and redirecting conflict to problem solving. Finding positive solutions to problems and following through in a timely manner. Listening and fully understanding all key facts prior to resolution of an issue. Clearly explaining rationale for decisions. Trying to provide win/win situations where nobody is going to lose face.
<b>Managing Staff Performance</b>	Providing subordinates with timely and useful feedback on their work performance, discussing specific results. Recognizing and rewarding good performance. Setting goals for improvement. Motivating and involving employees.
<b>Prioritization/Effective Use of Resources</b>	Developing work schedules. Appropriately matching people, equipment and capital resources to meet demands. Handling the flow of paperwork and monitoring traffic so as not to get behind. Flexible and adaptive in handling day-to-day emergencies and contingencies.
<b>Reliability/Integrity</b>	Being dependable, committed and dedicated. Admitting personal mistakes, learning from them and moving on to correct the situation. Being honest with people. Taking ultimate responsibility for the problem (owning the problem) and the decisions. Following through when promises to do something. Good initiative; continually reaching for more responsibility. Promoting a safe workplace and safe environment for employees and customers. Being a positive role model in terms of compliance with organizational policies. Valuing diversity in the workplace, showing patience and understanding of differences.
<b>Team Development/ Delegation</b>	Communicating team objectives in ways that create a strong sense of shared goals. Giving staff appropriately challenging assignments and the opportunity to grow. Involving staff in decision making and delegating responsibility whenever possible. Holding meetings and taking steps to keep staff fully informed.
<b>Training/Career Development</b>	Helping people to promote or move laterally into other departments. Supporting applications and interviewing. Developing staff so that they can be self-sufficient. Helping staff establish career goals. Having people cross-trained to provide backups. Spending enough time with employees to be sure they know how to do the job.

Dimension Measures	Dimension Description
<b>Working with Management</b>	Ownership of the whole organization, ownership into management. Not losing focus of what are department mission goals versus employee needs. Maintaining good relations with outside departments. Involving managers in problems as appropriate. Keeping them informed of key issues within the department. Building effective network with other supervisors and managers. Following chain of command. Continuously monitoring projects and keeping staff and management informed of progress.
<b>Changing Role</b>	Moving effectively into a new supervisory role. Gaining respect as an incoming leader. Assuming greater responsibility with regard to implementation of department goals and objectives. Placing management of the department ahead of personal considerations.

## **Applicant Work History**

Each rank will have some element of applicant work history incorporated into the assessment exercises that is equivalent to that of the previous Durham assessment process. While the exact incorporation of work history will depend upon SME and department input, we expect the process to consist of a portfolio created by the applicants that consists of information such as training records, peer evaluations, discipline, etc. which is then graded by the panel of assessors based upon pre-defined grading criteria developed by Ergometrics and the SMEs. Whether the applicants present the information to the panel will be based upon the selected exercises for each rank and the SME and/or department input. We will encourage the use of a form in the portfolio that applicants' supervisors must sign prior to the applicants turning in the documents to ensure the accuracy of the portfolio information.

## **Provide Orientation and Information Session for Applicants**

### **Communication Letter to Applicants**

Ergometrics will compose a department communication letter to potential applicants that includes the following information:

- An outline and explanation of all elements of the promotional process.
- Details about assessment activities.
- A schedule for promotional applicant orientation and a timeline for the process so applicants can schedule their time and supervisors can provide staffing.
- Dates for promotional applicant orientations at several times (morning and evening) so all promotional applicants have a chance to attend.
- Information on compiling their portfolios.

### **Orientations**

Ergometrics will conduct two candidate orientation sessions for each rank with one in the evening and one in the morning. The study session will last one to three hours, based upon the content coverage desired by the department in the orientation. While Ergometrics will lead the orientation, we recommend the presence of at least one individual from the City and/or department to answer any department specific information.

During the orientation, applicants will be provided with handouts that will provide general test taking tips and an explanation of the assessment center process, as well as any testing guidelines. During the orientation sessions we present an overview of the promotional process that includes time frames, exercise module descriptions, recommendation for study habits and other appropriate information. Additionally, each orientation will include a description of the prospective process, study tips, test-taking tips, material reviews and any other related information or exercises. The helpful hints we provide will be based on Ergometrics' years of experience observing candidate psychology and behavior, analyzing test performance and listening to and facilitating raters.

Following is a general overview of the steps Ergometrics takes in the development of candidate orientations/trainings. The department resource hours will vary from project to project.

## **Phase II Report**

Following completion of all tasks associated with Phase II of this project, Ergometrics will provide the department with a report covering all activities that took place, including any updates to timelines. The report will include, but not be limited to:

- An overview of all tasks completed during Phase II.
- An outline of the testing process.
- An overview of the orientation sessions.
- A timeline update.

## **Phase III-Assessment**

Phase III Task	Completion Date
Assessment	January 20, 2012
Inform Candidates of their Testing Dates, Time and Location	December 15, 2011
Recruit Assessors	December 30, 2011
Assessor Training and Orientation	January 9-20, 2012
Promotional Exam Administration	January 9-20, 2012
Phase III Report	January 20, 2012

## **Recruit Assessors**

Ergometrics will recruit and obtain all of the assessors and role players for each assessment center. As a company, we are constantly establishing contacts with individuals in law enforcement across the country who are ready and willing to participate as assessors in the assessment center processes. Thus, we have a working list of over 90 law enforcement supervisors who are highly qualified assessors active at all times to pull from, as well as contacts with over 200 police departments across the country.

For each assessor panel we will recruit at least three assessors, with at least one minority, one male and one female assessor. The assessors will hold at least one rank higher than the applicants being assessed. We will also obtain additional assessors to act as floaters should another assessor be unable to attend. Ergometrics will pay for all costs associated with the assessors.

## **Off-Site Location**

Ergometrics will identify and secure an off-site location for the promotional assessment activities that is convenient for the officers, but also allows sufficient space for the following:

- Testing assessment exercises.
- Rooms for out-of-town assessors.
- Holding area for promotional applicants.
- Applicant check-in.
- Meal/break rooms for assessors.

We have found throughout the years that there are many types of locations that can be conducive to the running of assessment centers. Some of these types of locations include hotels, community buildings, schools, etc. We will work with the department to ensure that whatever location that is chosen meets the needs identified above and is in a convenient location for the promotional applicants.

While the exact location of the promotional assessments will not be confirmed until the size of the candidate pools is set, we contacted multiple locations that could potentially house the promotional processes:

- Downtown Marriott Hotel
- Washington Duke Inn

## **Provide Training, Orientation and Practice to Assessors**

Ergometrics will provide an in-depth training and practice for the assessors prior to the assessment centers that includes detailed written rating criteria and thorough instructions. The assessor training will be facilitated by an experienced Ergometrics trainer and will take place either the day prior to the actual assessment center or on the morning of the first day of the assessment center. In our training, not only do we review the exercises and the assessment center process, we also give the assessors an opportunity to evaluate a practice candidate. In the training, assessors will also review all of the handouts that the candidates were and will be given. Assessment center assessors will participate in a training session that includes:

- An orientation to the department structure and operations.
- Clarification of assessors' duties and responsibilities.
- Understanding of the target position(s) and department.
- Logistics of the assessment center.
- A review of assessment dimensions that will be measured.
- A review of exercises, interview questions and evaluation criteria.
- A discussion of written grading instructions for each exercise and the overall scoring matrix.
- Assignment of duties for the assessment center team.
- Behavioral observation training.
- Training in common rating errors and how to avoid them.
- Tips on giving effective written and oral feedback.
- A simulation of each event with a practice candidate.
- Requirements for recording and scoring.
- Practice evaluation and scoring.

## **Provide Construction, Coordination, Monitoring, Operating and Disassembly of the Promotional Assessment Process**

### **Schedule Applicants**

Ergometrics will collaborate with the department and administrators to schedule the promotional applicants to minimize disruption to police operations, as well as to maintain the confidentiality of the testing process. In addition, Ergometrics will work with the department in the written notification of the applicants regarding the date, time and location of the assessment exercises.

Factors in determining how the assessment center is administered will include the number of candidates, department scheduling needs, types of confidentiality concerns and total number of available assessors. Following we have proposed the administration method Ergometrics will take depending upon the total number of applicants in each applicant pool.

**Option 1:** There is one assessor panel per exercise and each candidate is able to go through all of his/her exercises in one day. Thus, 15 candidates would be able to go through all of their assessment center exercises in one day. There would be one assessor panel for corporal, two for sergeant and three for lieutenant. With this option there is a decreased impact on department scheduling, in that all candidates would only be required to be present one day.

**Option 2:** There are multiple panels of assessors that evaluate each exercise. The number of panels depends upon the total number of candidates. The number of days depends upon the total number of exercises. For example, 60 applicants would require four assessor panels that would each observe 15 candidates a day. All of the applicants would do Exercise A the first day and Exercise B the second day. With this type of process there is heightened confidentiality with the ability to sequester candidates, but a larger impact on department scheduling. The days required for candidates to be present would depend upon the total number of exercises. Corporal applicants would need to be present only one day, sergeant applicants two days and lieutenant applicants three days.

**Option 3:** All candidates' performance is videotaped and rated at a later time by panels of assessors. With this type of process there is both heightened confidentiality as well as decreased scheduling impacts as more candidates are able to be processed through the assessment center.

Below we have provided a matrix that demonstrates the options we find most effective for various applicant pool sizes for each rank.

	<b>Corporal</b>	<b>Sergeant</b>	<b>Lieutenant</b>
<b>1 to 15 applicants</b>	<b>Option 1</b>	<b>Option 1</b>	<b>Option 1</b>
<b>1 to 30 applicants</b>	<b>Option 2</b>	<b>Option 2</b>	<b>Option 2</b>
<b>1 to 45 applicants</b>	<b>Option 2</b>	<b>Option 2</b>	<b>Option 2</b>
<b>1 to 60 applicants</b>	<b>Option 2</b>	<b>Option 2</b>	
<b>1 to 75 applicants</b>	<b>Option 2</b>	<b>Option 2</b>	
<b>1 to 90 applicants</b>	<b>Option 2</b>		
<b>90+ applicants</b>	<b>Option 3</b>		

### **Assessment Center Materials**

Ergometrics will prepare and assemble all materials for the assessment center including, but not limited to, the following:

- assessment rater packets.
- assessment scoring forms and instruments.
- applicant feedback forms.
- applicant packets.
- all material and supplies, including paper, pencils, etc.

We will produce all materials in-house to ensure exam security. All materials will then be either sent by secured mail courier or hand delivered by the consultants administering the promotional assessment exams.

### **Camcorders**

Ergometrics will identify and secure camcorders or other recording devices to record promotional applicant performance in the assessment exercises. In addition, Ergometrics will obtain and pay for all recording devices, equipment and coordinate the taping of all exercises. Ergometrics will provide the department with copies of all of the recordings following the assessment center.

### **Assessment Center Administration**

Ergometrics will lead the administration of the assessment centers as well as handle all preparation and set-up activities to prepare for the promotional assessment. We are proposing that all three promotional assessments are run back to back following the first of the year. This will give candidates ample time to prepare for the testing process, as well as reduce the chance of scheduling conflicts during the holidays.

Ergometrics has extensive experience administering assessment centers for public safety organizations. We understand that each of our clients has specific requirements they must follow in regard to exam administration. We will ensure that each requirement is fulfilled and provide advice and input when and where necessary to ensure flawless administrations. We understand the importance of a flawless administration and always strive to achieve this.

Throughout our leadership of the administration, Ergometrics will coordinate, monitor and administer all assessment activities for each rank in accordance with the design agreed upon in Phase II of the project. Included in our leadership and management of the assessment exercise administration Ergometrics will do the following:

- Replenish supplies as needed.
- Manage applicant traffic throughout the assessment process including sequestering and monitoring applicants before, between and after exercises until they leave the location.
- Administer confidentiality agreements for each promotional applicant.
- Provide proctors for the written exam.
- Provide meals and refreshments for the assessors.
- Ensure all candidate scores are accounted for and accurate.
- Ensure assessor comments are job related.
- Ensure security is maintained regarding all material.
- Act as a liaison with assessors, applicants and the department to resolve any problems or issues that arise.
- Coordinate with the department if uniformed personnel are deemed necessary.

### **Breakdown and Disassembling the Assessment Center**

Ergometrics will be responsible for the complete breakdown and disassembling after the assessment center. This will take place upon the completion of the last candidate through the assessment exercises. While we will maintain material security throughout the assessment center, during breakdown we will account for all applicant materials being present and complete. This will be done through both a collection of all test materials from assessors, as well as a hand check that all material has been collected and uncompromised.

### **Phase III Report**

Following completion of all tasks associated with Phase III of this project, Ergometrics will provide the department with a report covering all activities that took place, including any updates to timelines. This Phase III report will consist of the following:

- An overview of all tasks completed during Phase III.
- An overview of the administration process.
- A timeline update.

### **Phase IV-Scoring, Feedback and Process Review**

Phase IV Task	Completion Date
Scoring, applicant feedback and process review with the chief of police, executive command staff and project manager.	February 10, 2012
Scoring of the Exams	January 27, 2012
Compiling Scores for the Chief	January 27, 2012
Material Copies	February 1, 2012
Applicant Survey	February 1, 2012
Candidate Feedback	February 8, 2012
Process Review with the Chief	February 8, 2012
Final Report	February 8, 2012

### **Scoring of the Examinations**

Ergometrics will score all of the written examinations. The written exams will be machine scored, analyzed and verified by Ergometrics staff. Our scoring process includes a highly accurate data migration process from answer sheet to database. The department will be provided with a rank order score list, as well as an alphabetical score list.

Ergometrics will also conduct all scoring of all promotional assessment activities for each rank. We will enter all ratings made by the assessors into an Excel database for review and analysis. The ratings will be analyzed for inter-rater and intra-rater agreement, depending on the setup of the rating panels. Scores may be standardized if differences across panels are large enough to identify rating differences and not true candidate differences. Through our rigorous rater training, we have avoided the need for standardization in all of our assessment centers.

Following the completion of the scoring of the written exam and assessment center Ergometrics will compile and present the results to the department and make recommendations to the chief of police. Included in the results will be candidates' performance on the written exam, assessment center and an overall summary score. The overall summary score will be a composite of the written test and assessment center, as determined in the job analysis phase of testing.

### **Applicant Individual Candidate Feedback**

Ergometrics will develop promotional processes that are designed to capture extensive feedback from the assessors. Following the completion of the promotional processes, each candidate will receive a feedback report that contains the below information:

- Ratings for each activity and a summary total.
- Rater comments.
- A brief assessment of strengths and weaknesses and where improvements could be made in future assessment activities.

We have provided an example candidate feedback report in Appendix B.

### **Final Report**

We will develop a final report that documents the entire review development process, with an emphasis on documenting the validity of the testing and assessment process for each rank. The final report will be prepared in accordance with the needs and expectations of the City and will meet all standards described in the Uniform Guidelines on Employee Selection Procedures. The report will include the following information when applicable as requested in the RFP:

- All aspects of the promotional assessment process development (job analysis, focus groups and every other activity).
- Material included as part of applicant orientation, communication and preparation.
- A detailed account of all written examination questions, exercises and activities, scoring dimensions and the validation process for each rank being tested.
- Administration of the assessment process, including any instructions, written examination proctoring, any difficulties encountered and how they were resolved.
- Assessor information for each rank and activity/exercise, including assessors' ranks and employers, race/gender and rater comments.
- Scoring rubrics and calculations.
- Rank-ordered lists for each activity, including all computations and scoring mechanisms used to rank the applicants, average score and minimum and maximum scores.
- Rank-ordered list for each rank that includes all assessment activity scores with average score, minimum and maximum scores and standard deviation.
- Statistical analysis by assessment activity and also by rank to evaluate any adverse impact based on race and gender.

In addition, Ergometrics will also include the following information in the final report:

- Documentation of job analysis review or development process.
- Linkage of job analysis dimensions with written exam components.
- Linkage of job analysis dimensions with assessment center components.
- A cumulative synopsis that is non-candidate specific.
- Any other pertinent technical information of importance to this project.

The report will be provided to the department within 15 days of the promotional assessment. A model report that we completed for another project has been included in Appendix C.

### **Material Copies**

Ergometrics will provide the department with a copy of all materials necessary to support the review and administration of all testing, assessment, scoring and feedback for each rank. Additionally, Ergometrics will provide copies of all promotional applicant and assessor materials, and all original materials used in the development and administration of the written examination and assessment process for each rank. All materials will remain the property of the City, with exception for any material that were previously developed or copy written by Ergometrics.

### **Applicant Surveys**

Ergometrics will create a survey that will be given to all of the promotional applicants following the promotional process that evaluates their experience with the assessment activities. Ergometrics will collaborate with the project manager on survey content, provide the department with all survey materials and coordinate with department administrators to conduct the survey to obtain the results.

Ergometrics can develop the survey to be administered by either hard copy or on-line. Once all promotional applicants have filled out the survey Ergometrics will compile all results and submit the results to the City.

We have included an example applicant survey that was utilized for another testing police promotional testing project in Appendix D.

### **Process Review**

Following the completion of the promotional processes, Ergometrics will review the entire project with the chief of police, project manager and/or department administrators to share feedback and evaluate the assessment process. This meeting will be conducted over the phone. The information that will be covered in the review process, can include, but is not limited to a review of the following:

- the job analysis process
- the written exam development and administration
- the promotional assessment development and administration
- the exam final scores

### **Post-Promotional Assistance with Appeals, Grievances, etc.**

Ergometrics will provide the police department with assistance as requested to address post-promotional appeals, grievances, and any other questions arising out of the performance of the promotional processes at no additional charge. Following an appeal or question, Ergometrics will review the appeal and the item and/or exercise to determine if the appeal will be upheld or dismissed. We will then provide a written response and scoring recommendation to the department. We have extensive experience engaging in item review periods of this nature and will work diligently to ensure that each challenged item is reviewed and addressed with the utmost professionalism.

EEOC complaints and litigation require a more specific technical expertise and thus all work performed by Ergometrics regarding this area will be billed at our hourly rate of \$300 per hour.

Our goal is to keep our clients free of litigation by minimizing candidate challenges and addressing issues at the moment they arise. Ergometrics standard test development process includes comprehensive validation documentation and always results in the highest quality test design. Highly realistic, quality tests will reduce candidate challenges and robust validity documentation and development process makes it easy to defend and quickly dismiss frivolous claims. This process has been tremendously successful as no Ergometrics' written or video test has been legally challenged by an applicant in over 30 years of nationwide use and over a million candidates tested. We have successfully worked with the DOJ and EEOC in the providing validation and documentation, which has always resulted in a recommendation of continued use by our clients. In the event of a challenge to the validity of Ergometrics' tests, Dr. Spurlin and Dr. Swander will provide pretrial and trial expert testimony in defense of the exams. Both individuals have experience providing expert witness testimony services in federal mediation, superior court and in federal court on test validation and related areas.

## Management Plan for the Project (6.05)

When managing a project, Ergometrics' approach is always full customer satisfaction, responsiveness to customer needs and requests, excellence of work product, accuracy, and timeliness. When managing a project Ergometrics' communication engages in a high level of communication with the client to understand and keep abreast of any changes in priorities applicants. We accept responsibility for listening, seeking input, and communicating our plans and activities clearly to all City and department staff involved. The following outlines our approach to successfully completing the entire project.

Ergometrics' principles are highly experienced in the selection field and have the ability to observe whether plans and specifications are being complied with, where applicable, throughout all steps of the promotional process. We approach all testing projects as expert consultants that can work within parameters defined by the City, but offer input based on years of experience. We understand the intricacies of public safety promotions and can work closely with all the stakeholders to develop and administer a maximally effective and valid testing process that meets all the requirements of the City.

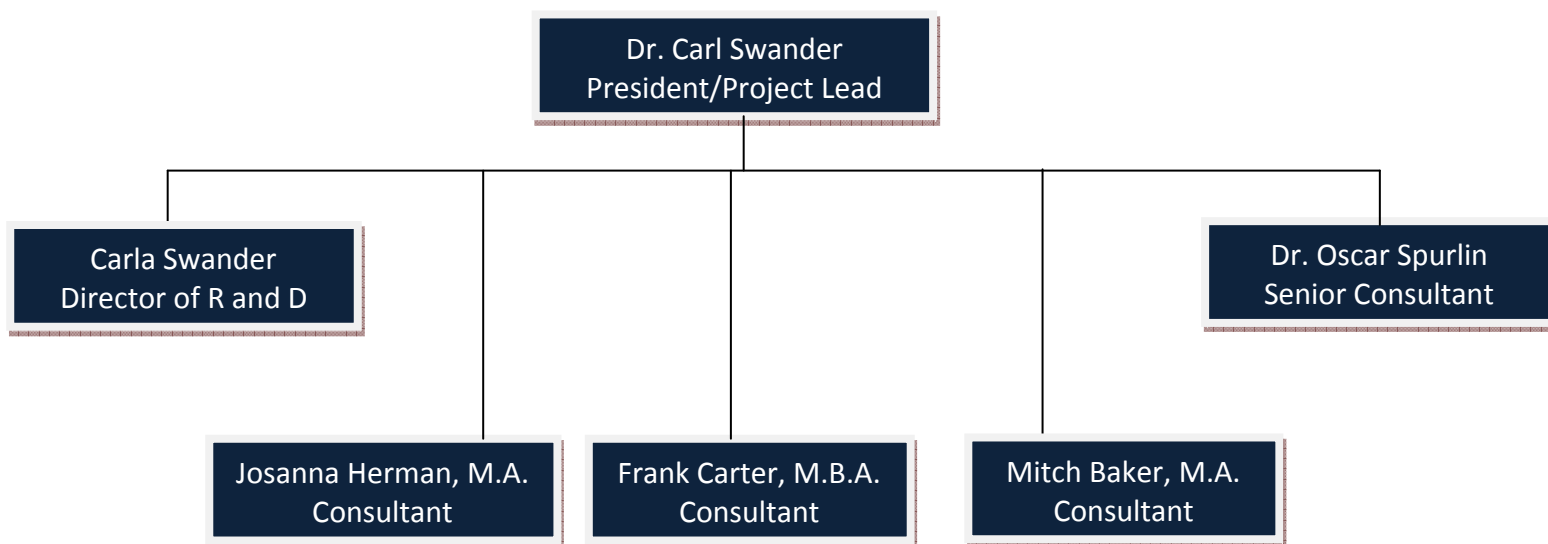
The size and scope of this project will require a highly experienced project lead that will serve as the primary contact for the City. Ergometrics' project lead is Dr. Carl Swander, the director of consulting and the President of Ergometrics. Dr. Swander will bring extensive knowledge and experience to directly understand the specific needs of the City and identify the most effective selection methods.

The project lead will be responsible for identifying project needs, approving work plans and deliverables and relaying those needs to Ergometrics' consulting team members consisting of highly experienced testing professionals. While Dr. Swander will maintain the role of project lead and oversee the entire project, Ergometrics will assign a staff member to be responsible "internally" to ensure that each phase is completed to the City's satisfaction and by the identified time schedule. By having an overall project manager and a project phase manager, we will ensure all work is completed by the identified timelines.

Following we have outlined the consultants who will assist Dr. Swander in each phase of the testing process:

Phase	Staff
Phase I	<ul style="list-style-type: none"> <li>▪ Oscar Spurlin, Ph.D.</li> <li>▪ Josie Herman, M.A.</li> <li>▪ Mitch Baker, M.A.</li> </ul>
Phase II	<ul style="list-style-type: none"> <li>▪ Josie Herman, M.A.</li> <li>▪ Mitch Baker, M.A.</li> <li>▪ Carla Swander</li> <li>▪ Frank Carter, M.B.A.</li> </ul>
Phase III	<ul style="list-style-type: none"> <li>▪ Josie Herman, M.A.</li> <li>▪ Mitch Baker, M.A.</li> <li>▪ Frank Carter, M.B.A.</li> </ul>
Phase IV	<ul style="list-style-type: none"> <li>▪ Josie Herman, M.A.</li> <li>▪ Mitch Baker, M.A.</li> <li>▪ Oscar Spurlin, Ph.D.</li> </ul>

Additionally we have also provided an organizational chart that provides reporting relationships for this project among the Ergometrics staff assigned to this project.



Dr. Swander will be the primary contact with the City. When and where necessary, Dr. Swander will inform the City of the Ergometrics consultant who will complete said tasks and provide all necessary contact information for those individuals.

Ergometrics' ability to manage this project at the highest ability and professionalism can be demonstrated by the following qualifications of our firm and our staff members:

- We have successfully worked with the USDOJ on test validation projects.
- We have developed thousands of written test items that have been successfully given to promotional candidates in the field of public safety.
- We have developed and administered numerous assessment centers for both police and fire departments.
- We have developed comprehensive rater training programs.
- Role player scripts and training are provided.
- We have two members on staff with Ph.D.'s in Industrial/Organizational Psychology.
- Our principals, who will be directly involved in the projects, have over 75 years combined experience in public safety testing.
- Our principals and staff have decades of experience managing hundreds of large and complex projects, including multi-jurisdictional test research and validation projects for states and large cities.
- Our principals and staff have extensive experience conducting large scale job analyses.
- Expert witness testimony services in superior court and in federal court on test validation and related areas.
- Ergometrics' simulation video-based tests have been given to millions of applicants, often in highly litigious settings and have never been legally challenged.
- We have taught both undergraduate and graduate classes in statistics and psychometrics. We have extensive in-house data analysis capabilities, including multivariate statistics and graphing.
- We conduct seminars on test validation and employee selection practices for professional personnel groups.

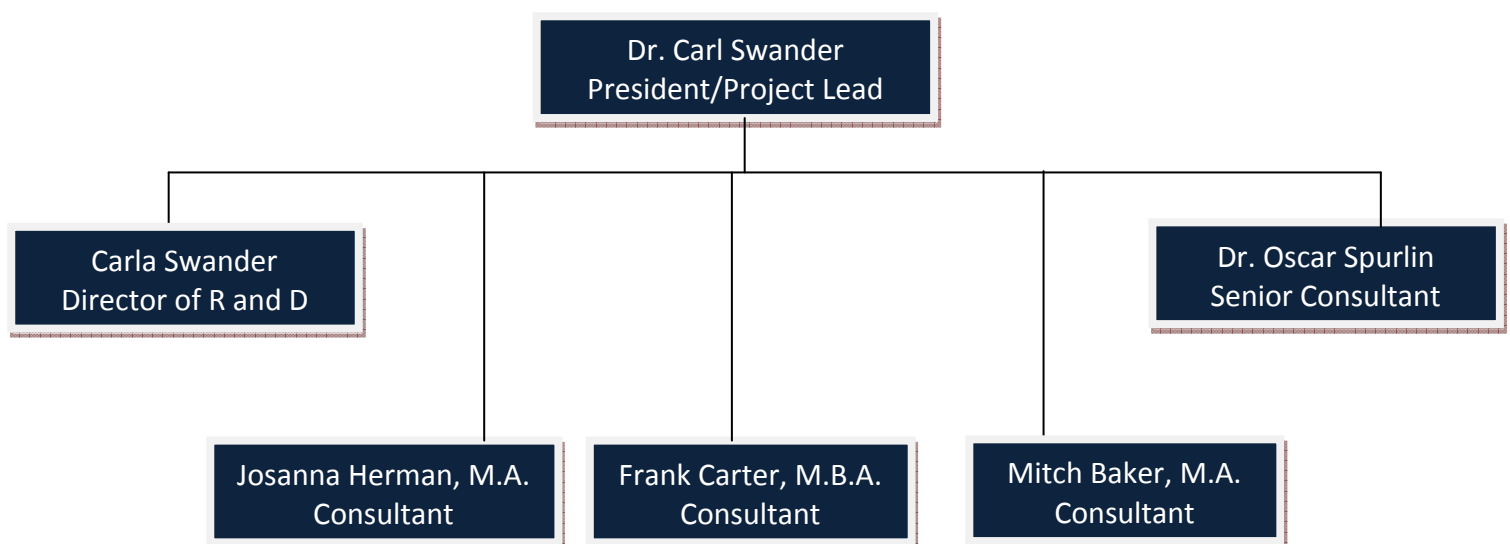
## Project Schedule

Ergometrics fully understands the City's project schedule and has the capacity to fully adhere to this schedule. Below we have identified the completion dates for each phase of this project as provided in the RFP. We have never missed a project deadline and will ensure that each project phase is completed by the stated date.

Phase	Task	Estimated Completion Date
Phase I	Introduction and familiarization	November 18, 2011
	Kick off meeting with the chief of police, police executive staff and project manager	October 24, 2011
	Design Draft of Job Task Analysis	October 28, 2011
	SME Focus Groups	November 1-4, 2011
	Introductory Letter to Applicants	November 11, 2011
	Job Analysis and Job Analysis Report	November 15, 2011
	Communication Memorandum	November 16, 2011
	Phase I Report	November 18, 2011
Phase II	Promotional Assessment Design and Applicant Orientation	December 16, 2011
	Design and Development of Written Exams	December 12, 2011
	Design and Development of Assessment Exercises	December 12, 2011
	Orientation and Information Sessions	December 13, 2011
	Phase II Report	December 16, 2011
Phase III	Assessment	January 20, 2012
	Inform Candidates of their Testing Dates, Time and Location	December 15, 2011
	Recruit Assessors	December 30, 2011
	Assessor Training and Orientation	January 9-20, 2012
	Promotional Exam Administration	January 9-20, 2012
	Phase III Report	January 20, 2012
Phase IV	Scoring, applicant feedback and process review with the chief of police, executive command staff and project manager.	February 10, 2012
	Scoring of the Exams	January 27, 2012
	Compiling Scores for the Chief	January 27, 2012
	Material Copies	February 1, 2012
	Applicant Survey	February 1, 2012
	Candidate Feedback	February 8, 2012
	Process Review with the Chief	February 8, 2012
	Final Report	February 8, 2012

## Experience and Qualifications (6.06)

The overall leadership of the project will be taken by Dr. Carl Swander. With this leadership role, Dr. Swander will be accountable and responsible for the completion of each phase of this project. The other Ergometrics staff identified below, will closely assist Dr. Swander in the execution of this project. Following is an organizational chart that provides reporting relationships and lines of authority for those Ergometrics staff assigned to this project.



### Organizational Experience

Ergometrics is the nation's leader in public safety simulation test development. For over 30 years, Ergometrics has developed the most innovative job-related tests in the industry, with special emphasis on selection for public safety positions. Ergometrics' testing systems and validation research have been reviewed by the U.S. Department of Justice (USDOJ) and the EEOC<sup>1</sup> and, with millions of candidates tested, no Ergometrics test has ever been legally challenged. Ergometrics has the demonstrated ability to successfully complete projects at the highest level, whether large multi-state job analyses and test development projects or small custom assessment processes.

<sup>1</sup> In the City of Seattle, the EEOC reviewed FrontLine validity documentation and recommended its use for entry level police hiring. In the State of New Jersey, the United States Department of Justice (USDOJ) reviewed FireTEAM Video Testing System validity documentation and applicant results and recommended its use for entry level firefighter hiring.

With more than 1,300 clients in the U.S. and Canada, including more than 900 public sector clients, Ergometrics has the demonstrated experience and expertise to complete the project identified in this RFP. Ergometrics' experience includes successful completion of projects with 30 state governments and 44 of the 50 largest City governments in the U.S., including:

- |                       |                    |
|-----------------------|--------------------|
| ▪ State of New York   | ▪ Denver, CO       |
| ▪ State of New Jersey | ▪ Jacksonville, FL |
| ▪ State of Maryland   | ▪ Nashville, TN    |
| ▪ State of Georgia    | ▪ Philadelphia, PA |
| ▪ Atlanta, GA         | ▪ San Antonio, TX  |
| ▪ Chicago, IL         | ▪ Seattle, WA      |
| ▪ Dallas, TX          | ▪ Washington, DC   |

Ergometrics has been successfully providing the services proposed in the RFP for over 30 years and is recognized by our competitors and clients for implementing best practices in testing processes. Since 2005 we have developed and administered nearly 50 assessment centers for police and fire departments. Ergometrics provides comprehensive client services for all aspects of the testing process from job analysis to exam scoring and protest reviews.

Ergometrics' testing philosophy is centered on providing our clients with the most effective and job-related selection tools in the industry. We believe that, of all the decisions managers make, hiring and promotional decisions have the largest impact on their organization. Therefore, we take the approach that test design and development should not be limited solely to traditional methods. Observing how people work in an environment as close to the real environment they work in is obviously the best way to assess candidates' abilities. Ergometrics' simulation design approach enhances the defensibility of the exams and the fairness perception of candidates, which can substantially reduce the protest process and other complaints that can have a large negative impact. Although no Ergometrics test has resulted in litigation, Ergometrics' Principals have provided expert witness testimony on test validation and related areas in superior and federal courts.

With our experience working on all sizes and types of public safety testing processes, we understand that each of our clients has their own specific project methodologies that must be adhered to. Thus, we approach every project with our core knowledgebase of effective selection procedures and then apply this knowledge to our client's specific needs. As a company, we strive for excellent customer service.

Below we have highlighted some specific aspects of Ergometrics' experience and expertise which demonstrate why we are qualified to provide the requested services:

- Over 30 years of experience working in public safety testing which lends to our knowledge and background of developing promotional examinations for sworn supervisory ranks.
- Ergometrics' principals bringing over 75 years of experience to this project.
- Three members on staff have Ph.D.'s in Industrial/Organizational Psychology and three members on staff with Masters in Industrial/Organizational Psychology.
- Award winning test developers and tests.
- An organizational focus on and ability to minimize adverse impact and promote diversity.
- Ergometrics is highly familiar working with union bargaining agreements and other guidelines, rules, and procedures that affect the testing process.
- Ability to customize any testing project to meet the specific needs of each of our clients.
- Successfully worked with the USDOJ on test validation projects.
- Decades of experience managing hundreds of large and complex projects, including multi-jurisdictional test research and validation projects for states and large cities.

- Consultants with experience providing expert witness testimony services in superior court and in federal court on test validation and related areas.
- Simulation tests that have been given to millions of applicants, often in highly litigious settings and have never been legally challenged.
- Testing and validation services for hundreds of civil service commissions and merit system organizations.

The following table numerically documents Ergometrics' extensive background and experience in testing, with a specific focus on public safety promotional testing. Although our numbers are certainly large, our experience is better defined by our customers and their experience using our products. Much of our business has been gained through client referral. We have included our law enforcement client list in Appendix E.

<b>Ergometrics Testing Experience</b>	<b>Years of Service</b>
Years of experience with promotional public safety written testing.	24 years
Years of experience with promotional public safety assessment center development.	17 years
Years of experience working with law enforcement agencies.	30 years
Years of experience conducting police promotional exams.	17 years
Legal challenges.	0

Ergometrics staff has experience working with clients from across the United States and Canada. To demonstrate our experience working with departments in Durham's area, we have provided a list of clients from within North Carolina.

<b>Client</b>	<b>City</b>	<b>State</b>	<b>Product</b>
Albemarle Fire Department	Albemarle	NC	FireTeam
City of Asheville	Asheville	NC	FireTEAM Promote
City of Asheville	Asheville	NC	FireTeam
Town of Chapel Hill	Chapel Hill	NC	FireTeam
Charlotte Area Transit System	Charlotte	NC	START
Charlotte Area Transit System	Charlotte	NC	START Promote
Concord Fire and Life Safety	Concord	NC	FireTeam
Gaston County 911 Communications	Gastonia	NC	ECOMM
Gastonia Transit	Gastonia	NC	START
City of Greensboro	Greensboro	NC	FireTEAM Promote
City of Greensboro	Greensboro	NC	FireTeam
Kannapolis Fire Department	Kannapolis	NC	FireTeam
City of Raleigh Fire Department	Raleigh	NC	FireTEAM Promote
North Carolina Department of Corrections	Raleigh	NC	REACT
Iredell County EMS	Statesville	NC	FireTeam
City of Wilmington Fire Department	Wilmington	NC	FireTeam

## Experience with Job Analyses

Ergometrics has significant experience working on all phases of job analyses, from SME panel interviews to data analysis. The value our job analysis experience brings to this project is that the City will have job analysis experts making informed recommendations in regard to important aspects of this project. For over 30 years, job analyses have been the foundation of our selection exams. We use job analysis to define the entire domain of essential job-related performance dimensions utilizing expert panels representing individuals in the rank of the occupations that are the focus of the job analysis, as well as individuals who supervise and manage the rank of the job analysis. We have conducted large scale job analyses on entry level and promotional ranks for numerous public safety occupations including: fire, law enforcement, adult corrections, juvenile corrections, emergency communications and federal security guards. For each job analysis we conducted for our off-the-shelf products, we utilized SMEs from multiple departments all across the United States to ensure the transportability of our tests to all departments and environments.

### Summary of Department of Homeland Security (DHS) Federal Security Guards Job/Task Analysis

Over the last year we worked with the Department of Homeland Security (DHS) and Federal Protective Services (FPS) to conduct a large scale job/task analysis for the position of federal security guards. This process began with gathering and analyzing resource data such as, reviewing FPS documents related to contract security guard and law enforcement jobs, reviewing other data from previous job analyses with similar occupations and reviewing additional resource documents (e.g., job descriptions, performance appraisal/contract evaluation forms). We then created an initial list of tasks and standards that was reviewed by FPS staff and any known gaps were identified. Next we coordinated interviews at federal sites across the United States. During these site visits we conducted interviews and observations with guards and management to identify the critical and frequent tasks required of federal security guards. Following the site visits we created a final task list for the position of federal security guards, which was then approved and verified by FPS staff members.

### Summary of REACT Job Analysis

We just recently finished the development process for our new adult corrections exam called REACT. The initial stages of test development consisted of a job analysis, in which Ergometrics lead all aspects of the project. We worked with approximately 110 SMEs from nine departments, including the State of North Carolina, defining the critical aspects of the job of corrections officer. Following the development of the job analysis, a job analysis survey was given to over 2,300 incumbents who work with adult offenders. All job dimensions covered in the REACT job analysis were rated as important to critical on the job analysis survey.

## Law Enforcement

Ergometrics has conducted job analyses and developed tests for entry-level and promotional exams in over 200 law enforcement organizations. These tests include video tests, written tests, and assessment centers measuring all the critical skills from leadership and supervisory skills to task knowledge.

Sample Job Title	Government Jurisdiction/ Company/ Industry	Job Analysis for the Purpose of:		Employment Selection Test Development & Validation	Test Formats
		Job Classification	Test Development		
Law Enforcement-Corporal	Westerville Police Department, OH	✓	✓	✓	Video/Written Test & Assessment Center

Sample Job Title	Government Jurisdiction/ Company/ Industry	Job Analysis for the Purpose of:		Employment Selection Test Development & Validation	Test Formats
		Job Classification	Test Development		
Law Enforcement-Lieutenant	Jacksonville Sheriff's Office, FL		✓	✓	Written Test & Assessment Center
Law Enforcement-Lieutenant	Johnson County, IN		✓	✓	Video/Written Test
Law Enforcement-Lieutenant	Mahwah Police Department, NJ		✓	✓	Video/Written Test
Law Enforcement-Sergeant	City of Ashland, OR		✓	✓	Video/Written Test
Law Enforcement-Sergeant	Clackamas County, WA		✓	✓	Video/Written Test
Law Enforcement-Sergeant	Jacksonville Sheriff's Office, FL		✓	✓	Written Test & Assessment Center
Law Enforcement-Sergeant	Thurston County, WA		✓	✓	Video/Written Test
Police Officer	Bellevue Police Department, WA		✓	✓	Video/Written Test
Police Officer	City of Torrance Police Department, CA		✓	✓	Video/Written Test
Police Officer	Clark County Office of the Sheriff, WA		✓	✓	Video/Written Test
Police Officer	King County Police Department, WA		✓	✓	Video/Written Test
Police Officer	Seattle Police Department, WA		✓	✓	Video/Written Test
Police Officer	Spokane Police Department, WA		✓	✓	Video/Written Test
Protective Security Officer	Federal Protective Service		✓	✓	Physical Abilities

## Fire Service

Ergometrics has conducted job analyses and developed tests for entry-level and promotional exams in over 300 fire organizations. These tests include video tests, written tests, assessment centers, and tactical simulations measuring all the critical skills from leadership and supervisory skills to task knowledge.

Sample Job Title	Government Jurisdiction/ Company/ Industry	Job Analysis for the Purpose of:		Employment Selection Test Development & Validation	Test Formats
		Job Classification	Test Development		
Fire Service-Battalion Chief	City of Greensboro, NC		✓	✓	Video/Written Test
Fire Service-Battalion Chief	City of Winter Haven, FL		✓	✓	Video/Written Test
Fire Service-Battalion Chief	Orland Fire Department, IL		✓	✓	Video/Written Test

Sample Job Title	Government Jurisdiction/ Company/ Industry	Job Analysis for the Purpose of:		Employment Selection Test Development & Validation	Test Formats
		Job Classification	Test Development		
Fire Service-Captain	City of Minnesota, MN		✓	✓	Video/Written Test
Fire Service-Captain	San Bernardino Fire Department, CA		✓	✓	Video/Written Test
Fire Service-Captain	South Salt Lake City, UT		✓	✓	Video/Written Test
Fire Service-Lieutenant	City of Marion, IA		✓	✓	Video/Written Test
Fire Service-Lieutenant	City of Sugar Land, TX		✓	✓	Video/Written Test
Fire Service-Lieutenant	Leander Fire Department, TX		✓	✓	Video/Written Test
Fire Service-Engineer	City and County of Denver, CO		✓	✓	Written Test & Practical Exam
Firefighter	City and County of Denver, CO		✓	✓	Video/Written Test
Firefighter	Clayton County, GA		✓	✓	Video/Written Test
Firefighter	Long Beach Fire Department, CA		✓	✓	Video/Written Test
Firefighter	Louisiana State Examiner's Office	✓	✓	✓	Video/Written Test
Firefighter	Olympia Fire Department, WA		✓	✓	Video/Written Test
Firefighter	Salem Fire Department, OR		✓	✓	Video/Written Test

## Corrections

Ergometrics has conducted job analyses and developed tests for entry-level and promotional exams in over 100 corrections organizations. These tests include video tests and written tests measuring all the critical skills from leadership and supervisory skills to task knowledge.

Sample Job Title	Government Jurisdiction/ Company/ Industry	Job Analysis for the Purpose of:		Employment Selection Test Development & Validation	Test Formats
		Job Classification	Test Development		
Adult Corrections Officer	Colorado Department of Corrections	✓	✓	✓	Video/Written Test
Adult Corrections Officer	Michigan Department of Corrections	✓	✓	✓	Video/Written Test

Sample Job Title	Government Jurisdiction/ Company/ Industry	Job Analysis for the Purpose of:		Employment Selection Test Development & Validation	Test Formats
		Job Classification	Test Development		
Adult Corrections Officer	Minnesota Department of Corrections	✓	✓	✓	Video/Written Test
Adult Corrections Officer	Missouri Department of Corrections	✓	✓	✓	Video/Written Test
Adult Corrections Officer	North Carolina Department of Corrections	✓	✓	✓	Video/Written Test
Adult Corrections Officer	Ramsey County, MN		✓	✓	Video/Written Test
Adult Corrections Officer	Washington DC Department of Corrections	✓	✓	✓	Video/Written Test
Adult Corrections Officer	Weld County Corrections, CO		✓	✓	Video/Written Test
Adult Corrections Officer	Wyoming Department of Corrections	✓	✓	✓	Video/Written Test
Juvenile Correctional Officer	Clallam County, WA		✓	✓	Video/Written Test
Juvenile Correctional Officer	Colorado Department of Human Services, Division of Youth Corrections	✓	✓	✓	Video/Written Test
Juvenile Correctional Officer	Georgia Department of Juvenile Justice	✓	✓	✓	Video/Written Test
Juvenile Correctional Officer	Louisiana Department of Public Safety and Corrections	✓	✓	✓	Video/Written Test
Juvenile Correctional Officer	North Dakota Division of Juvenile Justice	✓	✓	✓	Video/Written Test
Probation Officer	North Carolina Department of Corrections	✓	✓	✓	Video/Written Test

## Staff

During the past 30 years, Ergometrics has provided services similar to those proposed in the RFP and has consistently made public safety testing our primary organizational focus. Clearly our staff members have the skills and ability to fulfill the testing needs of the City. We have professional testing experts with Ph.D.s and Masters in Industrial/Organizational Psychology and technical specialists with backgrounds in public safety, video and computer programming. Many staff members have over 10 years working in the field of public safety testing. Additionally, all staff assigned to this project have been conducting promotional testing services for over five years and a majority for over 15 years.

One of the primary reasons for our success is the innovation of our products. We put maximum effort into all test development products, whether it is a million dollar video-based test or a custom assessment center. We will utilize all of our resources to ensure that the City's testing process is the most valid, legally defensible and technically advanced. Below is a short summary of the testing related qualifications of the individuals who will be involved with this project. All of these individuals will work from our Lynnwood, Washington office.

Key Personnel	Years of Experience (with law enforcement testing)	Experience with Public Safety Occupations				
		Job Analysis	Test Development	Test Validation	Test Administration and Scoring	Expert Testimony
Carl Swander, Ph.D.	16	✓	✓	✓	✓	
Oscar Spurlin, Ph.D.	34	✓	✓	✓	✓	✓
Carla Swander	25	✓	✓	✓	✓	
Frank Carter II, M.B.A.	6	✓	✓	✓	✓	
Josie Herman, M.A.	5	✓	✓	✓	✓	
Mitch Baker, M.A.	23	✓	✓	✓	✓	

Name	Title	Location	Total Cost	Estimated Hours
Carl Swander, Ph.D.	President/Director of Consulting	Lynnwood, WA	\$21,100	268
Oscar Spurlin, Ph.D.	Senior Consultant	Lynnwood, WA	\$4,650	62
Carla Swander	Direction for Research and Development	Lynnwood, WA	\$6,150	82
Frank Carter II, M.B.A.	Consultant	Lynnwood, WA	\$1,900	38
Josie Herman, M.A.	Consultant	Lynnwood, WA	\$30,700	614
Mitch Baker, M.A.	Consultant	Lynnwood, WA	\$30,700	614

## Resumes

Following are brief resumes of the key personnel who will be committed to this project. We have also included complete resumes in Appendix F.

<p><b>Carl Swander, Ph.D.</b> <i>President</i></p> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>◆ Ph.D., Industrial/ Organizational Psychology</li> </ul> <p><b>Areas of Expertise</b></p> <ul style="list-style-type: none"> <li>◆ Job analysis</li> <li>◆ Test development and validation</li> <li>◆ Public safety positions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Conducted over 50 job analyses, with particular emphasis on law enforcement, fire, and corrections positions.</li> <li>◆ Worked with the Department of Justice and other Federal entities in reviewing and implementing legally defensible exams.</li> <li>◆ Conducted extensive original research on video-based situational judgment tests.</li> <li>◆ Worked on a wide variety of research and design projects, including video test design and production, physical abilities testing, supervisory and reading test design.</li> <li>◆ Headed the FireTEAM development and validation project. This project included the organization of six participating departments and the coordination of many more validation sites. Now implemented in over 300 organizations across the country.</li> <li>◆ Conducted large job task analysis of Facility Security Officers (FSO) in support of the creation of legally defensible set of validated minimum performance standards.</li> <li>◆ Analyzed scores of several million candidates tests.</li> <li>◆ Developed and administered: written and assessment center selection exams for entry-level and promotional positions; training programs; and performance evaluation systems within the field of public safety.</li> <li>◆ Police Promotional Projects: Jacksonville Sergeant and Lieutenant Written Exam and Assessment Center, Aurora Sergeant Assessment Center, Westerville Corporal, Sergeant and Lieutenant Assessment Center and Federal Protective Services Job Task Analysis for Federal Security Guards.</li> </ul>
<p><b>Oscar Spurlin, Ph.D.</b> <i>Senior Consultant</i></p> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>◆ Ph.D., Industrial/ Organizational Psychology</li> </ul> <p><b>Areas of Expertise</b></p> <ul style="list-style-type: none"> <li>◆ Job analysis</li> <li>◆ Test development and validation</li> <li>◆ Public safety positions</li> <li>◆ Physical abilities testing</li> </ul>	<ul style="list-style-type: none"> <li>◆ Provided expert testimony in superior and federal courts.</li> <li>◆ Over 30 years of public safety test development and validation.</li> <li>◆ Conducted hundreds of job analyses on public safety jobs.</li> <li>◆ Worked with the Department of Justice and other Federal entities in reviewing and implementing legally defensible exams.</li> <li>◆ Served on professional testing boards.</li> <li>◆ Developed and administered: written and assessment center selection exams for entry-level and promotional positions; training programs; and performance evaluation systems within the field of public safety.</li> <li>◆ Pioneered advanced testing methodologies to increase diversity in public safety.</li> <li>◆ Scored and analyzed employment tests and performed data analysis for entry-level and promotional positions within the field of public safety.</li> <li>◆ Conducted large job task analysis of Facility Security Officers (FSO) in support of the creation of legally defensible set of validated minimum performance standards.</li> </ul>
<p><b>Carla Swander</b> <i>Director of Research and Development</i></p> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>◆ B.A.</li> </ul> <p><b>Areas of Expertise</b></p> <ul style="list-style-type: none"> <li>◆ Test development</li> <li>◆ Job analysis</li> <li>◆ Video production</li> <li>◆ Public safety positions</li> <li>◆ Training</li> </ul>	<ul style="list-style-type: none"> <li>◆ Over 25 years of public of public safety test development.</li> <li>◆ Won the prestigious national 2005 IPMAAC lifetime achievement award.</li> <li>◆ Developed and administered: written and assessment center selection exams for entry-level and promotional positions; training programs; and performance evaluation systems within the field of public safety.</li> <li>◆ Pioneered advanced testing methodologies to increase diversity in public safety.</li> <li>◆ Worked with the Department of Justice and other Federal entities in reviewing and implementing legally defensible exams.</li> <li>◆ Designed many nationally recognized and widely used video-based tests, including tests for entry level law enforcement, firefighters, and correction officers.</li> <li>◆ Developed innovative teamwork training for firefighters.</li> <li>◆ Presented numerous times at professional conferences.</li> <li>◆ Developed and administered candidate orientations and trainings.</li> </ul>

<b>Josie Herman, M.A.</b> <i>Consultant</i> <b>Education</b> <ul style="list-style-type: none"> <li>◆ M.A., Industrial/ Organizational Psychology</li> </ul> <b>Areas of Expertise</b> <ul style="list-style-type: none"> <li>◆ Test development</li> <li>◆ Public safety positions</li> <li>◆ Performance evaluation</li> <li>◆ Test administration</li> </ul>	<ul style="list-style-type: none"> <li>◆ Developed and administered: written and assessment center selection exams for entry-level and promotional positions within the field of public safety.</li> <li>◆ Developed and administered interview training classes.</li> <li>◆ Developed and administered candidate orientations.</li> <li>◆ Developed performance evaluation systems for law enforcement and the fire service.</li> <li>◆ Worked on development and administration of over 20 public safety assessment centers.</li> <li>◆ Scored and analyzed employment tests and performed data analysis for entry-level and promotional positions within the field of public safety.</li> <li>◆ Worked on a large job task analysis of Facility Security Officers (FSO) in support of the creation of legally defensible set of validated minimum performance standards.</li> <li>◆ Presented at professional selection conferences.</li> </ul>
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<b>Frank Carter, M.B.A.</b> <i>Consultant</i> <b>Education</b> <ul style="list-style-type: none"> <li>◆ M.B.A.</li> </ul> <b>Areas of Expertise</b> <ul style="list-style-type: none"> <li>◆ Test development</li> <li>◆ Public safety positions</li> <li>◆ Test administration</li> </ul>	<ul style="list-style-type: none"> <li>◆ 23 years experience in the fire service, including leadership roles.</li> <li>◆ Developed and administered: written and assessment center selection exams for entry-level and promotional positions within the field of public safety.</li> <li>◆ Developed over 20 book-reference exams for public safety organizations.</li> <li>◆ Administered exams for entry-level and promotional public safety occupations.</li> <li>◆ Conducts candidate orientations for promotional public safety candidates.</li> <li>◆ Worked on development and administration of over 20 public safety assessment centers.</li> </ul>
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<b>Mitch Baker, M.A.</b> <i>Consultant</i> <b>Education</b> <ul style="list-style-type: none"> <li>◆ M.A., Industrial/ Organizational Psychology</li> </ul> <b>Areas of Expertise</b> <ul style="list-style-type: none"> <li>◆ Test development</li> <li>◆ Public safety positions</li> <li>◆ Job Analysis</li> <li>◆ Test administration</li> </ul>	<ul style="list-style-type: none"> <li>◆ 20 years of experience developing assessment tools for a variety of state agencies, including the Department of Corrections, the Department of Labor and Industries, the Department of Transportation, and more than 30 others.</li> <li>◆ Developed assessment tools, analyzed test results, and prepared detailed diagnostic reports.</li> <li>◆ Worked on a variety of promotional projects from police sergeant to correctional lieutenant contributing to exam development, rater panel training, and exam scoring.</li> <li>◆ Developed and administered: written, oral and experience &amp; training (E&amp;T) ratings for entry level and promotional positions for all classifications within state government in Washington, including public safety, insurance services, emergency management, and general administration.</li> </ul>
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## Project Involvement

Each Ergometrics' staff member who will be involved with this project has lead and participated in projects of similar size and scope to that requested in the RFP, including promotional projects for police departments. Following is a brief overview of some of the projects and departments each staff member has worked with.

Staff Member	Projects
<b>Carl Swander, Ph.D.</b>	<ul style="list-style-type: none"> <li>▪ Jacksonville Sheriff's Officer-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ Jacksonville Fire and Rescue Department-Lieutenant and Captain Written Exams</li> <li>▪ Federal Protective Services-Federal Security Guards Task Analysis</li> <li>▪ Aurora Police Department-Sergeant Assessment Center</li> <li>▪ Jacksonville Fire and Rescue Department-Engineer Written Exam</li> </ul>

<b>Oscar Spurlin, Ph.D.</b>	<ul style="list-style-type: none"> <li>▪ Jacksonville Sheriff's Officer-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ Federal Protective Services-Federal Security Guards Task Analysis</li> </ul>
<b>Carla Swander</b>	<ul style="list-style-type: none"> <li>▪ Jacksonville Sheriff's Officer-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ Jacksonville Fire and Rescue Department-Lieutenant and Captain Written Exams</li> <li>▪ Spokane Police Department-Sergeant Assessment Center</li> </ul>
<b>Frank Carter, M.B.A.</b>	<ul style="list-style-type: none"> <li>▪ Jacksonville Sheriff's Officer-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ San Luis Police Department-Sergeant Written Exam</li> <li>▪ Jacksonville Fire and Rescue Department-Lieutenant and Captain Written Exams</li> <li>▪ Aurora Fire Department-Lieutenant Assessment Center</li> <li>▪ Aurora Fire Department-Captain Written Exam and Assessment Center</li> <li>▪ Jacksonville Fire and Rescue Department-Engineer Written Exam</li> </ul>
<b>Josie Herman, M.A.</b>	<ul style="list-style-type: none"> <li>▪ Jacksonville Sheriff's Officer-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ San Luis Police Department-Sergeant Written Exam</li> <li>▪ Jacksonville Fire and Rescue Department-Lieutenant and Captain Written Exams</li> <li>▪ Federal Protective Services-Federal Security Guards Task Analysis</li> <li>▪ King County Department of Corrections-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ Aurora Police Department-Sergeant Assessment Center</li> <li>▪ Aurora Fire Department-Captain Written Exam and Assessment Center</li> <li>▪ Jacksonville Fire and Rescue Department-Engineer Written Exam</li> </ul>
<b>Mitch Baker, M.A.</b>	<ul style="list-style-type: none"> <li>▪ Jacksonville Sheriff's Officer-Sergeant and Lieutenant Written Exam and Assessment Center</li> <li>▪ Jacksonville Fire and Rescue Department-Lieutenant and Captain Written Exams</li> <li>▪ Jacksonville Fire and Rescue Department-Engineer Written Exam</li> <li>▪ King County Department of Corrections-Sergeant and Lieutenant Written Exam and Assessment Center</li> </ul>

## References

Below we have provided three references. Each highlights a different area of testing we are proposing to provide the City with.

Reference 1				
<b>Project Name:</b>	Aurora Civil Service Promotional Exams		<b>Exam Levels</b>	Police Lieutenant Police Agent Fire Lieutenant Fire Captain Police Sergeant Fire Engineer Entry Level Police Entry Level Firefighter
<b>Project Contact/Lead</b>	Matt Cain Acting Administrator Aurora Civil Service Commission 15151 E. Alameda Parkway Aurora, CO 80012		<b>Types of Exams</b>	Video-Based Exams Book Referenced Written Examinations Assessment Center
<b>Phone</b>	303-326-8932		<b>Project Dates</b>	June 2010 to September 2010
<b>Email</b>	<a href="mailto:Mccain@auroragov.org">Mccain@auroragov.org</a>		<b>Organization Size</b>	750 Police Department 312 Fire Department
Brief Project Description				
<p>Aurora Civil Service Commission contracted Ergometrics to provide testing services for entry level firefighter and police officer, as well as develop promotional assessment centers and book referenced written examinations for multiple ranks within both the Aurora Police Department and the Aurora Fire Department.</p> <p>For the promotional ranks we conducted a job analysis review with SMEs from the department, developed four exercises and administered the assessment centers. For the assessment center administration, Ergometrics obtained all assessors, conducted a four hour assessor training, led all candidate test administrations and managed the administration process. Ergometrics also recently developed 100 item book referenced written multiple-choice exams. Ergometrics developed all exam questions and testing materials.</p> <p>Aurora licensed Ergometrics' FireTEAM and FrontLine Testing systems for evaluation of firefighter and police officer candidates. Ergometrics provided all exam material and conducted all scoring for these testing processes.</p>				
Critical Outcomes				
<ul style="list-style-type: none"> <li>▪ Certified rank order list of eligible promotional candidates for police lieutenant and agent and fire engineer.</li> <li>▪ No formal complaints from candidates.</li> <li>▪ Client extended contract to provide additional fire promotional testing.</li> <li>▪ The fire engineer exam did not have any question challenges during the appeals process.</li> </ul>				
Relevance to Current Project				
<ul style="list-style-type: none"> <li>▪ Developed 100 item multiple-choice exams for police and fire promotional ranks.</li> <li>▪ Provided the department exam review copies for each written exam and made changes accordingly.</li> <li>▪ Conducted job analyses review focusing on the core job roles and responsibilities for the promotional police and fire</li> </ul>				

<ul style="list-style-type: none"> <li>▪ ranks.</li> <li>▪ Developed and administered an assessment center for police and fire ranks.</li> <li>▪ Provided video-based testing for the entry level police and fire department testing.</li> <li>▪ Conducted all rater training.</li> <li>▪ Provided all exam material for the entry level and promotional ranks.</li> <li>▪ Obtained all law enforcement assessors.</li> <li>▪ Provided individual candidate feedback for the promotional processes.</li> <li>▪ Conducted all exam scoring, analyses and final results for the entry level and promotional police and fire ranks.</li> <li>▪ Worked closely with department SMEs through the promotional project.</li> <li>▪ Created a final process report for the promotional projects.</li> </ul>
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Reference 2				
<b>Project Name:</b>	Jacksonville Sheriff's Office Police Promotional Process		<b>Exam Levels</b>	Police Sergeant Police Lieutenant
<b>Project Contact/Lead</b>	Jimmy Holderfield Jacksonville Sheriff's Office 117 W. Duval Street, Suite 100 Jacksonville, FL 32202		<b>Types of Exams</b>	Book Referenced Written Exam Assessment Center
<b>Phone</b>	904-630-7806		<b>Project Dates</b>	October 2009 to June 2010
<b>Email</b>	Jimmy.Holderfield@jaxsheriff.org		<b>Organization Size</b>	1,463
Brief Project Description				
<p>Jacksonville Sheriff's Office contracted Ergometrics to develop and administer reliable, valid and fair promotional examinations for the ranks of sergeant and lieutenant. This project consisted of job analysis, candidate orientations, book-referenced written examinations, appeals process, assessor training, assessor coordination, and assessment center development and administration. Ergometrics provided exams for 372 sergeant candidates and 133 lieutenant candidates and coordinated over 50 assessors and role players from similar departments across the country.</p> <p>Ergometrics developed 100 exam items for each rank based on department SOPs and state laws and simulation assessment center exercises that included role plays and simulated audio tactical exercises. Ergometrics worked closely with department SMEs to ensure that all of the exams were customized specifically to the organization. Ergometrics assisted with phases of administration.</p>				
Critical Outcomes				
<ul style="list-style-type: none"> <li>▪ Certified rank order list of eligible promotional candidates for sergeant and lieutenant.</li> <li>▪ No adverse impact.</li> <li>▪ No formal complaints from candidates.</li> <li>▪ Client extended contract to provide corrections promotional testing.</li> </ul>				
Relevance to Current Project				
<ul style="list-style-type: none"> <li>▪ Conducted job analyses focusing on the core job roles and responsibilities for police lieutenant and sergeant.</li> <li>▪ Developed 100 item multiple-choice exams.</li> <li>▪ Developed candidate handouts, bibliographies and preparation material.</li> <li>▪ Provided the department exam review copies and made changes accordingly.</li> <li>▪ Assisted in the administration of the written exams to 372 sergeant candidates and 133 lieutenant candidates.</li> <li>▪ Developed and administered candidate orientation sessions for both ranks.</li> </ul>				

- Developed and administered an assessment center that involved over 130 candidates for the sergeant process and over 60 candidates for the lieutenant process.
- Assembled over 50 assessors and role players.
- Provided individual candidate feedback.
- Conducted all exam scoring, analyses and final results.
- Worked closely with department SMEs through the project.

Reference 3				
<b>Project Name:</b>	City of Westerville Police Promotional Assessment Centers		<b>Exam Levels</b>	Police Sergeant Police Corporal Police Lieutenant
<b>Project Contact/Lead</b>	Del Robison Deputy Chief City of Westerville 21 South State Street Westerville, OH 43081		<b>Types of Exams</b>	Written Management/Leadership Exam Video Simulation Exam Assessment Center
<b>Phone</b>	614-901-6406		<b>Project Dates</b>	2006 to Present
<b>Email</b>	<a href="mailto:Del.Robison@westerville.org">Del.Robison@westerville.org</a>		<b>Organization Size</b>	72
Brief Project Description				
Ergometrics has had a long working relationship with the City of Westerville and the Westerville Police Department since 2006. Over the last five years Ergometrics has conducted over 10 promotional processes for the Westerville Police Department which have included the ranks of corporal, sergeant and lieutenant. Each of the promotional processes have consisted of a video-written management/leadership exam, an assessment center and a performance review. For each of the testing processes Ergometrics developed all exams, provided all exam materials, and conducted all exam scoring.				
Critical Outcomes				
<ul style="list-style-type: none"> <li>▪ No challenges on any of the exams.</li> <li>▪ Certified rank order list of eligible promotional candidates for corporal, sergeant and lieutenant.</li> <li>▪ Continuous use of Ergometrics' promotional products.</li> </ul>				
Relevance to Current Project				
<ul style="list-style-type: none"> <li>▪ Long term client that has successfully contracted with Ergometrics for four consecutive years.</li> <li>▪ Developed all written exam material.</li> <li>▪ Developed all candidate orientation material.</li> <li>▪ Developed and administered an assessment center for the ranks of lieutenant, sergeant and corporal.</li> <li>▪ Conducted all rater training.</li> <li>▪ Assembled and provided individual candidate feedback.</li> <li>▪ Conducted all exam scoring for the written exam and assessment center.</li> <li>▪ Developed final process reports.</li> </ul>				

## Cost Proposal (6.07)

Ergometrics has provided a detailed cost proposal. The first section contains overall pricing for development and administration for up to 15 candidates per rank. The total costs include all assessor costs, Ergometrics travel, venue rental and materials costs. The second section includes pricing for administration to additional candidates beyond the first 15 per rank. The third section includes detailed hourly pricing per staff member. The personnel costs are associated with the time each Ergometrics employee will spend on this project. All other overhead and direct expenses are included in the key personnel's hourly rates. The total of this project is guaranteed not to exceed \$180,000.

### Total Costs

Below we have provided the total costs for Ergometrics' travel, SME costs, materials and venue rentals. These costs cover candidate pools of up to 15 candidates per rank.

Phase I	Task	Total Labor	Travel	SME Cost	Other Costs (Material, Rental Space, etc)	Cost Per Component
	Meeting with the Chief-A	\$ 600	\$ 1,200			\$ 1,800
	Introductory Letter-B	\$ 550				\$550
	Design Draft Job Task Analysis-C	\$2,350				\$ 2,350
	Review of DPD Documents-D	\$1,150				\$ 1,150
	Focus Groups-E	\$2,400	\$ 2,250			\$ 4,650
	Job Task Analysis-F	\$6,400				\$ 6,400
	Total Phase I	\$ 13,450	\$ 3,450			\$16,900
Phase II	Task	Total Labor	Travel	SME Cost	Other Costs (Material, Rental Space, etc)	Cost Per Component
	Design a Written Exam Corp. and SGT-A	\$8,950			\$ 225	\$ 9,175
	Design Promotional Assessment Exercises	\$ 14,300	\$ 3,800		\$ 450	\$18,550

	Applicant Work History-C	\$2,500				\$ 2,500
	Applicant Orientation-D	\$2,700	\$ 1,550			\$ 4,250
	Total Phase II	\$ 28,450	\$ 5,350		\$ 675	\$34,475
Phase III	Task	Total Labor	Travel	SME Cost	Other Costs (Material, Rental Space, etc)	Cost Per Component
	Hourly Rate					\$ -
	Recruit Assessors-A	\$3,750				\$ 3,750
	Training, Orientation and Preparation for Assessors-B	\$2,700				\$ 2,700
	Construction, coordination, monitoring, operating and disassembly of the Assessment Process-C	\$8,400	\$ 7,800	\$ 22,000		\$38,200
	Testing Location				\$ 6,500	\$ 6,500
	Total Phase III	\$ 14,850	\$ 7,800	\$ 22,000	\$ 6,500	\$51,150
Phase IV	Task	Total Labor	Travel	SME Cost	Other Costs (Material, Rental Space, etc)	Cost Per Component
	Ranked Order List of Applicants-A	\$1,900				\$ 1,900
	Applicant Feedback-B	\$2,300			\$ 450	\$ 2,750
	Final Report-C	\$4,600				\$ 4,600
	Total Phase IV	\$8,800			\$ 450	\$ 9,250
Phase V	Task	Total Labor	Travel	SME Cost	Other Costs (Material, Rental Space, etc)	Cost Per Component
	Design Draft Job Task Analysis	\$2,650				\$ 2,650
	SME Focus Group	\$8,000	\$ 4,500			\$12,500
	Job Task Analysis	\$ 18,000				\$18,000
	Total Phase 190 JA	\$ 28,650	\$ 4,500			\$33,150

<b>Total Costs</b>	<b>\$94,200</b>	<b>\$ 21,100</b>	<b>\$ 22,000</b>	<b>\$7,625</b>	<b>\$144,925</b>
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### Additional Candidate Costs

Below is a matrix that provides the additional administrative costs that will be applied for each additional group of 15 candidates added to the corporal, sergeant and lieutenant candidate pools. The costs reflect additional SMEs, time and venue requirements. However, we are minimizing the City's risk by guaranteeing that the cost will not exceed \$180,000, even if all eligible candidates show for the test.

	Corporal	Sergeant	Lieutenant
1 to 15 applicants	\$144,925 base rate		
15 to 30 applicants	+\$3,500	+\$3,500	+\$3,500
Each additional 15 applicants	+\$3,500	+\$5,000	+\$5,500
Total Cost	Guaranteed Total Cost Not to Exceed \$180,000		

### Example Total Costs

Following we have provided cost estimates based upon candidate pool size.

#### Total Cost for 1 to 15 Applicants Per Rank:

Personnel Costs: \$94,200

Administrative Costs: \$50,725

Total Cost: 144,925

#### Total Cost for 30 Applicants Per Rank:

Personnel Costs: \$94,200

Administrative Costs: \$61,225

Total Cost: \$155,425

#### Total Cost for 45 Applicants Per Rank:

Personnel Costs: \$94,200

Administrative Costs: \$75,225

Total Cost: \$169,425

#### Total Cost Based Upon Previous Testing Numbers (25 Corporal, 23 Sergeant and 13 Lieutenant):

Personnel Costs: \$94,200

Administrative Costs: \$57,725

Total Cost: \$151,925

## Personnel Costs

Below we have provided the overall personnel cost for Ergometrics to perform job analysis for all sworn and non-sworn ranks, as well as promotional exams for corporal, sergeant and lieutenant. The personnel costs are a set cost and will not fluctuate with candidate numbers. The total personnel cost is \$94,200.

Phase I	Staff Member	Carl Swander, Ph.D.	Oscar Spurlin, Ph.D.	Carla Swander	Josie Herman, M.A.	Mitch Baker, M.A.	Frank Carter, M.B.A.	Subtotal Labor	Total Labor
	Hourly Rate	\$ 75	\$ 75	\$ 75	\$ 50	\$50	\$50		
	Meeting with the Chief-A	8						8	\$ 600
	Introductory Letter-B	2			6	2		10	\$ 550
	Design Draft Job Task Analysis-C	8	2		16	16		42	\$2,350
	Review of DPD Documents-D	8	2		4	4		18	\$1,150
	Focus Groups-E	16				24		40	\$2,400
	Job Task Analysis-F	24	8		40	40		112	\$6,400
	Total Phase I	\$ 4,950	\$ 900		\$ 3,300	\$4,300	\$ -	\$ 13,450	\$ 13,450
Phase II	Staff Member	Carl Swander, Ph.D.	Oscar Spurlin, Ph.D.	Carla Swander	Josie Herman, M.A.	Mitch Baker, M.A.	Frank Carter, M.B.A.	Subtotal Labor	
	Hourly Rate	\$ 75	\$ 75	\$ 75	\$ 50	\$50	\$50		
	Design a Written Exam Corp. and SGT-A	10		24	60	60	8	162	\$8,950
	Design Promotional Assessment Exercises for Corp., Sgt, and LT-B	24		40	80	80	30	254	\$ 14,300
	Applicant Work History-C	4		8	16	16		44	\$2,500
	Applicant Orientation-D	2		2	24	24		52	\$2,700
	Total Phase II	\$ 3,000		\$ 5,550	\$ 9,000	\$9,000	\$1,900	\$ 28,450	\$ 28,450

Phase III	Staff Member	Carl Swander, Ph.D.	Oscar Spurlin, Ph.D.	Carla Swander	Josie Herman, M.A.	Mitch Baker, M.A.	Frank Carter, M.B.A.	Subtotal Labor	
	Hourly Rate	\$ 75	\$ 75	\$ 75	\$ 50	\$50	\$50		
	Recurit Assessors-A	10			40	20		70	\$3,750
	Training, Orientation and Preparation for Assessors-B	12			24	12		48	\$2,700
	Construction, coordination, monitoring, operating and disassembly of the Assessment Process-C	48			48	48		144	\$8,400
	Testing Location								
	Total Phase III	\$ 5,250			\$ 5,600	\$4,000		\$ 14,850	\$ 14,850
Phase IV	Staff Member	Carl Swander, Ph.D.	Oscar Spurlin, Ph.D.	Carla Swander	Josie Herman, M.A.	Mitch Baker, M.A.	Frank Carter, M.B.A.	Subtotal Labor	
	Hourly Rate	\$75	\$75	\$75	\$50	\$50	\$50		
	Ranked Order List of Applicants-A	12			8	12		32	\$1,900
	Applicant Feedback-B	4			24	16		44	\$2,300
	Final Report-C	24	8	8	8	24		72	\$4,600
	Total Phase IV	\$ 3,000	\$600	\$600	\$2,000	\$ 2,600		\$8,800	\$8,800
190 JA	Staff Member	Carl Swander, Ph.D.	Oscar Spurlin, Ph.D.	Carla Swander	Josie Herman, M.A.	Mitch Baker, M.A.	Frank Carter, M.B.A.	Subtotal Labor	
	Hourly Rate	\$75	\$75	\$75	\$50	\$50	\$50		
	Design Draft Job Task Analysis	12	2		16	16		46	\$2,650
	SME Focus Group				80	80		160	\$8,000
	Job Task Analysis	40	40		120	120		320	\$ 18,000
	Total Phase 190 JA	\$ 3,900	\$3,150	\$ -	\$10,800	\$ 10,800	\$ -	\$28,650	\$ 28,650

## Percentage of Time

Following is a table that documents the percentage of time that each key personnel will spend on this project from October 17 through February 10.

Name	Title	Location	Estimated Hours	Percentage of Time
Carl Swander, Ph.D.	President/Director of Consulting	Lynnwood, WA	268	39.4%
Oscar Spurlin, Ph.D.	Senior Consultant	Lynnwood, WA	62	9.1%
Carla Swander	Direction for Research and Development	Lynnwood, WA	82	12%
Frank Carter II, M.B.A.	Consultant	Lynnwood, WA	38	5.5%
Josie Herman, M.A.	Consultant	Lynnwood, WA	614	90.3%
Mitch Baker, M.A.	Consultant	Lynnwood, WA	614	90.3%

## **Appendix A: Exam Plan**

## **Appendix B: Candidate Feedback**

## **Appendix C: Example Final Report**

## **Appendix D: Example Candidate Survey**

## **Appendix E: Law Enforcement Clients**

## **Appendix F: Key Personnel Resumes**